



CASE 1

THE COMMUNITY

Many people regard Hillsboro County as a comfortable place to raise a family. It is an area known for its social and economic stability. While the residents are generally aware of national and world events, the local media coverage is dominated by news about the area's youth teams, social and fraternal organizations, church outings, and high school sports. Multiple generations of families live in Middleboro and the surrounding towns that make up Hillsboro County.

DEMOGRAPHIC CHARACTERISTICS

Middleboro and Hillsboro County are classified as non-metropolitan areas. Middleboro has been the economic, political, and social hub for Hillsboro County. The average family size is 2.57 people. Basic demographic data are given at the end of this case. (Note that the entire casebook is set at the start of 2025, so all tables are dated for the preceding years.)

The other major town in Hillsboro County is Jasper, located 32 miles southeast of Middleboro. Jasper is a growing community that benefits from being close to Capital City, the state capital, and is continuing to develop an economy that is independent from Middleboro.

GEOGRAPHIC CHARACTERISTICS

Surrounded on two sides by relatively high mountains, Middleboro is 60 miles northwest of Capital City and 68 miles east of University Town, the location of State University. Access to Middleboro is limited to rail (freight), bus, automobile, and truck. The majority of private and commercial travel is done on the four-lane, east–west interstate highway, which is typically closed an average of three days per year because of weather conditions. Commercial air travel is available in Capital City. The mountains on the east and west make winter travel outside Middleboro difficult. The fertile valleys on the north and south are known for agricultural activities.

Outside of Middleboro and Jasper, the population lives in small, scattered villages. The only transportation linkages to Middleboro from these scattered communities are the rural county and state highways. Limited bus service is available throughout Hillsboro County. Middleboro serves as the regional transportation hub, and the bus station in Middleboro offers connections to major population centers in the state. Jasper is also served by this bus system. Recently, a commuter bus system began linking Jasper with Capital City. A commuter rail system between Jasper and Capital City is expected to open in 18–24 months. It eventually will be extended to University Town and points west.

Hillsboro County stretches 65 miles to the north, 25 miles to the west, 28 miles to the east, and 47 miles to the south of Middleboro. The Lonely Pines Mountains run between Jasper and Capital City. Seventy-one percent of the total area is developed, and the remainder is taken up by forest, the state park, and rivers. This area experiences four distinct seasons, but tourists find it especially attractive during the fall and spring. Sports of all types play an important role in the life of its communities. Table 1.1 indicates the distance between the communities located in Hillsboro County.

Middleboro is located along Swift River, which was instrumental in the commercial development of the city in the early 1800s. Before the turn of the century, Swift River and the commercial barges that traversed it were the city’s primary linkage with the rest of the state. Now the river is used for recreational purposes, and some limited redevelopment of the riverside property has begun.

Swift River divides Middleboro into two almost equal parts. The north side of the river is the site of the central business district, large manufacturing plants, the railroad station, older residential neighborhoods, and the county government. During the 1970s, federal funds were used to develop low-income housing on the north side. The south side of the river, which is closer to the interstate highway, is the site of newer residential neighborhoods, the new Middleboro High School, and small shopping centers. To date, the City of Middleboro has not approved any significant development—residential or commercial—in the vacant 150-acre land adjacent to the interstate highway.

SOCIAL AND EDUCATIONAL CHARACTERISTICS

The population of Hillsboro County is predominantly of German, Irish, and English extraction. Most of the African Americans arrived in the 1960s. Most of the other minority groups arrived in the late 1970s. The minority population is primarily located in Middleboro, although recent immigrants, particularly from Asia, Africa, and Latin America, are moving to Jasper in larger number.

In Middleboro, 16.6 percent of households are headed by a woman. The median education level of the population older than 25 years is 10.7 years. Approximately 13.5 percent of the population has completed college, and 89.3 percent has completed high school. The current dropout rate from area high schools is 3 percent, an improvement over the 17 percent rate experienced 20 years ago.

Middleboro is the site of numerous elementary schools (K–6), a regional middle school (7–8), and a high school (9–12) that serve students from all over the city. Other communities in the county can send their children to Middleboro schools, using tuition arrangements on a space-available basis. Although all the schools are owned and operated by the City of Middleboro, a separately elected Middleboro School Board makes educational policy. One-third of the nine-member school board is elected each year in a special school-district election held in Middleboro. Each year, the school board submits a recommended budget for consideration by the Middleboro City Council. The city council approves the school budget before it is submitted, as part of the town's total budget, for voter approval. All employees of the Middleboro School Department—except the school superintendent, Dr. Sam Drucker—are unionized. Abby O'Hara is currently the chair of the school board, a position she has held for the past ten years. The new \$32.5 million high school located in Middleboro opened last year after being considered by the city council for about eight years. The town is heavily involved in high school sports. Middleboro Memorial Stadium is a landmark in regional high school football.

Jasper is the site of numerous elementary schools, a regional middle school (5–8), and a high school (9–12). A state-supported junior college is scheduled to open in September 2026. A five-member elected school board that is independent of the town governs the Jasper Regional Educational Cooperative. Each year, this school board submits a recommended budget directly to the voters. Once approved, the funds are collected by the Town of Jasper from local taxes. The Jasper Regional Educational Cooperative has expressed interest in working with the state to develop a regional vocational high school to complement the new Hillsboro County Junior College.

State University (SU) in University Town is the land-grant university within the state. It has a nursing, public health, and allied health school connected to its relatively large liberal arts and agricultural schools. Its 20,000 students make SU the largest public university in the state. A private liberal arts college of 1,000 students is also located in Capital City. SU maintains a small branch campus in Capital City as well.

Church membership remains strong in Hillsboro County. Aside from their religious influence, churches sponsor many of the youth sports leagues and are the site of many social gatherings.

Local chapters of Rotary International meet monthly in Middleboro and Jasper. AARP—formerly called the American Association of Retired Persons—maintains a chapter in Middleboro. The local chapter of American Red Cross, located in Middleboro, sponsors monthly blood drives throughout the county.

When statistics are adjusted for demographic characteristics, crime rates in the county are 10 percent below the national averages for non-metropolitan areas.

POLITICAL CHARACTERISTICS

Middleboro and its surrounding communities are politically conservative. Unlike other areas in the state, the same political party has dominated Middleboro for the past 45 years, except in presidential elections. Its politicians have gained statewide political power by consistently being reelected to office. The city is especially proud that the area's representative to the US Congress, James Giles, is a Middleboro native who retains his law practice in town.

Middleboro is governed by a six-member city council whose members are elected every two years. By tradition, the council member who receives the largest number of popular votes is appointed by the council to serve as mayor. Although the office's powers are mostly ceremonial, the mayor has the ability to influence decisions by presiding over council meetings and by making appointments to boards and commissions. Keith Edwards, a local retailer, has held the position of mayor for 17 years. Other members of the Middleboro City Council are Frederick Washburn, Diana Story, David Alley, Patricia Hood, and Michael York. The city's largest department is the school department, and the second largest is public works. York is the council member who has lead responsibilities for all healthcare-related issues and programs.

The City of Middleboro has recently begun legal action to block the licensing of three group homes for the developmentally disabled population. Group Homes Inc., a national corporation, has a contract with the state to own and operate these homes. Middleboro Community Mental Health Center currently owns and operates Justin Place, a four-bed group home in Middleboro. Group Homes Inc., a national corporation, has a contract with the state to own and operate these homes. According to Mayor Edwards, the Hillsboro County Health Department has failed to take into consideration the serious implications these homes will have on Middleboro. Mayor Edwards recommends that the application for licensure be turned down on grounds related to negative community impact. Stephanie Jervis-Washburn, the executive director of Middleboro Community Mental Health Center, has also questioned the need for additional group homes, although

at the same time indicating that her organization would be willing to assess the need for such services and possibly develop them should a need be identified.

Middleboro is the county seat for Hillsboro County. Three county commissioners elected by the population at large govern Hillsboro County. While the county level of government is not a powerful political subdivision in this region, it does control the court system, the penal system, and the registry of motor vehicles; it also provides some human service programs. Hillsboro County owns and operates Manorhaven, a nursing home located in Middleboro. It is a major county employer in Middleboro. The current Hillsboro County Commissioners are Janet Ruseski, Bill Nelligan, and Mary Harrison.

Jasper is governed by a 12-member town council and a mayor. All are elected for four-year terms. William Hines is the mayor, a position he has held for the past nine years. The town council employs a professional city manager, Susan Giles-Harrison. The Jasper Industrial Development Authority (JIDA)—authorized by the voters 25 years ago—is a subunit of the town council and has the authority to issue bonds to support industrial development in Jasper. State law allows a municipal government to use tax-increment financing for purposes of economic development. Giles-Harrison also serves as the executive director of JIDA. Two years ago, JIDA formed a special committee to consider the feasibility of a hospital located on its property that was to be owned and operated by the town. This committee is chaired by Sharon Lee, who is the spouse of a Jasper physician, a member of the town council, and a former consultant for a national consulting firm that specializes in healthcare. Other members of this committee include Mayor Hines and town councilor Ed Hicks. Giles-Harrison provides staff support for the committee.

THE PANDEMIC

In March 2021, a previously unknown virus appeared in the United States. Although the roots of the virus are not certain, the virus first appeared almost simultaneously in April 2021 in locations outside the United States, including Asia and Europe, and spread rapidly. Scientists quickly ascertained that the new disease had a natural origin rather than resulting from manufacture, laboratory accident, or terrorism. Coronaviruses are the cause of many diseases, ranging from the common cold to Middle East respiratory syndrome (MERS). The new virus is a coronavirus that is transmitted via an aerosol route between humans. Due to international travel and trade, the disease rapidly evolved into a global pandemic affecting virtually every country in the world by June 2021. It was not COVID-19.

Although the pandemic affected people of all ages, its incidence and mortality rates both increased with patient age. Children under age ten rarely contracted the virus, and their symptoms were typically minor. In addition, a substantial segment (estimated to be about one-fourth) of those contracting the virus, particularly among younger age groups, were asymptomatic. Symptoms of the disease varied considerably, although among more serious cases the virus most frequently compromised the respiratory system.

When the virus appeared, several laboratories and researchers developed suitable tests to identify the virus in individuals. The levels of specificity and sensitivity of the tests were not ideal but were nonetheless acceptable. In Hillsboro County, and the entire country, there was no system in place for distribution of the tests, and there was substantial resistance to use of the tests among segments of the population. Devising a plan to coordinate testing was left to individual states and counties, a task for which Hillsboro and many other counties were ill-prepared. During the pandemic, several communities, including Middleboro, Harris City, and Carterville, were considered hotspots based on the number of cases per 1,000 population. Others had higher-than-average rates of incidence.

As is true for many viruses, the incidence of this new virus increased and decreased in waves. An effective treatment or cure has eluded scientists, although various treatments have achieved some success in reducing the severity of the illness caused by the virus, particularly among the most severe cases.

Vaccines became available to high-risk populations in Hillsboro County in January 2023. The Hillsboro County Health Department estimated that by November 2024 approximately 60 percent of the county's population over age 16 had received the recommended vaccination. As with most viruses, this one produced mutations or variants from the original strain. Effectiveness of the vaccine against these variants was not ascertained with certainty, although it was felt to be at least of some utility in lessening the seriousness of the disease. Due to the relatively high percentage (approximately 40 percent) of area residents not receiving the vaccine and the ongoing evolution of the virus, herd immunity was determined to be an unlikely outcome. Ultimately, public health experts came to believe that individuals would need to receive booster immunizations, probably annually, to maintain the highest possible levels of immunity.

By March 2022, it was apparent that public health measures such as social distancing and wearing face masks were at least somewhat effective in reducing transmission of the virus. At the same time, these strategies met with resistance among large segments of the population who viewed them as contrary to individual freedom and choice. This resistance was greater in rural communities, such as Northern Hillsboro County, where it was difficult to effect either social distancing or mask wearing. Neither the state nor the county imposed mask mandates, even at the height of the pandemic. Further, implementation of public health measures ran counter to the beliefs of state and county business and industry leaders, who felt such strategies had an excessively negative impact on economic performance. Resistance to economic shutdowns was particularly strong in Jasper. It was true that many businesses that closed during the pandemic or shifted to remote working experienced a negative impact on their financial performance. Several employers were forced to reduce or even eliminate health insurance coverage for their workforce. Tension between the business and public health communities was exacerbated by battles among various political factions, both local and beyond.

To date, the impact of the pandemic on the community and healthcare providers has also been extensive. An increased number of people infected by the virus showed up in emergency departments and local hospitals, which were intermittently short of the resources (intensive care and general beds, ventilators, personal protective equipment, etc.) needed to handle the workload. In addition, many patients refrained from using healthcare resources altogether, fearing exposure to the virus. This impact was felt in many areas, such as elective surgery, preventive care, and dental care. One area that experienced dramatic growth, however, was telehealth.

MacWilliams and Co., a national consulting firm hired by the state to assess the effect of the pandemic on healthcare, described the impact in Hillsboro County as extensive. It called attention to the significant financial losses sustained by most health sector organizations as well as the significant increase in early retirements of critical clinicians including physicians and nurses. The number of physician practices located in rural communities that closed or relocated out of the county was also cited as a “significant concern.” Every hospital and all long-term care providers (including home health) also experienced utilization changes, as well as changes in operating costs. As noted earlier, the report indicated that the pandemic led to several closings among large and small employers throughout the county, as well as statewide delays on almost all public works projects. The report also called attention to the estimated 20 percent of the county’s population who chose not to be vaccinated (anti-vaxxers).

Based on 2023 state legislation, the Hillsboro County Health Department has been designated as the local agency to continue to monitor all reported cases in the county and to implement appropriate public health measures, including increasing the percentage of the population maintaining their immunity using vaccinations. Data regarding the pandemic and its impact appear in the several tables in this chapter. Table 1.2 displays the incidence of the virus by town and year.

In terms of utilization of hospital resources, Hillsboro County fared relatively well, although it had to transfer a small number of patients to Capital City General Hospital for 19 days when pandemic volume was particularly high. The peak number of hospital beds in use for pandemic patients at any one time was 78, which occurred in October 2022. The peak number of intensive care unit (ICU) beds in use by pandemic patients at any one time was 14, which also occurred in October 2022. At that time, enough non-pandemic patients were able to be temporarily transferred out of the ICU to accommodate the increased demand for beds. The peak number of ventilators in use by pandemic patients was 11. This peak occurred twice, in October 2022 and February 2023. During these peaks, MIDCARE and Webster Hospital borrowed ventilators from other area facilities to accommodate increased need.

Under a program supported by the federal Department of Homeland Security approximately six years ago, prior to the onset of the pandemic, the mayors of all the communities located in Hillsboro County and their fire and police officials created a task force

to estimate surge capacity in an emergency or mass casualty situation. Officials from the two Middleboro hospitals—MIDCARE and Webster—have attended task force meetings. The task force continues to update its estimate of potential evacuation or triage locations and beds that could be used. The Office of the Governor supports this project by funding a countywide assessment of surge capacity conducted by State University.

Initial findings and results from the study, published in December 2020, indicate the following:

- ◆ At least 285 hotel or motel rooms are available in Hillsboro County.
- ◆ Public schools can hold 4,500 citizens, although none has provisions for emergencies.
- ◆ The disaster plans for both hospitals have not been coordinated. Each has its own plan and has estimated that it can accommodate at least 150 percent to 180 percent of its inpatient capacity for one week.
- ◆ No countywide, centralized communication system or command-and-control system exists that can direct resources and responses in the face of a significant disaster.

The experience of the pandemic has caused the task force to revisit the issue of surge capacity, and a more comprehensive assessment and plan is expected within six months.

Since 2009, Hillsboro County has sponsored a Community Emergency Response Team program to educate residents about disaster preparedness for hazards that may arise such as fires, floods, and weather-related disasters. Classes are held three times a year; to date, approximately 120 residents have completed training. Program instructors have been drawn from local police and fire departments, both local hospitals, and the Hillsboro County Health Department. It is anticipated that community interest in this program will increase following the pandemic.

For the past five years, the state legislature has attempted to make the state a right-to-work state. Although the bill was not passed, it did secure 52 percent approval in the state senate last year. The current governor has indicated that if the legislation passes in both houses, he will veto it. His political opponents have indicated their support for the right-to-work legislation.

ECONOMIC CHARACTERISTICS

Middleboro's tax profile reflects the conservative nature of the community. Increases in property taxes have just barely kept pace with inflation. The state has both a graduated income tax and a sales tax. By state law, any incorporated city is allowed to add a 0.5

percent local sales tax to the state sales tax. The Middleboro City Council has repeatedly rejected all proposals to do this.

Middleboro is the site of important wholesale and retail trade in Hillsboro County. Its major industries include manufacturing, finance, and service. Jasper is also establishing itself as a manufacturing center. Agriculture, which once dominated, now accounts for 20 percent of income and 16 percent of all employment in the county. Manufacturing accounts for 32 percent of income and 30 percent of employment. Per capita income is 5 percent below the national average. Fourteen percent of the county's population falls below the federal poverty standard. In Capital City, 18 percent of the population is under the federal poverty level.

Local banks estimate that approximately 3 percent of the single homes in the county have outstanding mortgages greater than the homes' current market value. The regional foreclosure rate is 1 percent greater than the national rate.

Until recently, three of Middleboro's manufacturing companies employed approximately 15 percent of the community's workforce, down 7 percent from five years ago:

1. Carlstead Rayon, a privately controlled textile corporation, employed 4.1 percent of the workforce. Sold to an overseas corporation, it ceased operation in Middleboro on December 31, 2024. Under a state and union supervised plan, all workers are provided six months' wages and benefits and immediate access to their vested retirement benefits.
2. River Industries, a division of National Auto Technology, manufactures rubber products for automobiles. For the past three years, it has reduced its workforce by 9 percent but still accounts for 4.5 percent of the workforce.
3. Master Tractor, formerly a division of United Agricultural Supply, was recently sold to a Japanese firm, which indicated that some parts for tractors will be imported from offshore and South American suppliers. A leader in the market for small tractors, Master Tractor employs 4.6 percent of the workforce.

Western Arms, Inc., manufactures and distributes shotguns, rifles, pistols, and ammunition. The company has purchased some of Carlstead Rayon's property and begun needed modifications. Western Arms plans to be fully operational in five months. It has not released any specific employment estimates.

Following are the larger employers in Jasper:

- ◆ Blue Bear Ale is a popular, locally owned, statewide microbrewery. Its sites are located in Middleboro, Mifflenville, and Jasper

- ◆ U.S. Parts, a division of a national corporation that manufactures components for large air-conditioning units, relocated to Jasper three years ago. Today, it employs 2.9 percent of Jasper's workforce.
- ◆ National Yearbooks, a corporation headquartered in a major western city, established a modern printing and manufacturing plant in Jasper last year, using resources provided by JIDA. The company specializes in manufacturing yearbooks for colleges and high schools. Although currently it employs only 81 workers, it estimates that employment will increase 10 percent for each of the next ten years as it reduces its existing regional manufacturing sites and concentrates its entire North American manufacturing at the Jasper plant. National Yearbooks is not unionized and offers a full range of health insurance options to its full-time workers.
- ◆ Office Pro, a retail and wholesale provider of office supplies and office furniture, operates its regional warehouse in the Jasper Industrial Park, located on the western boundary of Jasper.
- ◆ University Research Park is located on Route 491A halfway between Jasper and University Town. In 2021, it opened with its first research and development (R&D) and manufacturing facility for solar technologies, Sunenco. It has recently announced that an international corporation has also purchased space to build its R&D laboratory in collaboration with State University for advanced robotics technologies.

Agriculture and construction companies in the rest of Hillsboro County are primarily small, family-owned businesses. Chicken Farms, Inc., located in Harris City, is a national corporation that specializes in raising chickens for fast-food restaurants. It recently began to acquire family farms in the area and has announced plans to locate a processing plant somewhere in the county.

Countywide, housing construction permits have declined over the past seven years, and the decline was particularly large during the pandemic. The housing stock is considered old—except in Jasper—by both national and state standards. Real estate development has been relatively robust in the area between Jasper and Capital City.

Hillsboro County has one state-chartered commercial bank—Middleboro Trust Company—that has offices in Middleboro, Mifflenville, Statesville, Harris City, and Jasper. The county also has seven savings-and-loan (S&L) institutions. Major capital financing is available through Middleboro Trust Company, a correspondent bank of a major national financial institution, or through a commercial bank located in Capital City. Bankers' Cooperative, a multistate commercial bank headquartered in another state, has recently announced plans to expand into Jasper.

MEDIA RESOURCES

The major newspaper in the county is the *Middleboro Sentinel*. It has a daily as well as a Sunday edition, and it maintains a comprehensive website. Its circulation is 32,000 for the daily edition and 18,200 for the Sunday edition. Three years ago, National News Stands, Inc., a national owner and operator of local newspapers, acquired the *Middleboro Sentinel*. Jack Donnelly has been its editor for 16 years. In Jasper, *The Capital City News* reaches approximately 25 percent of all households in Hillsboro County. Its advertising rates are similar to those of the *Middleboro Sentinel*.

Middleboro has three local radio stations—AM-75, AM-1220, and FM-89.7—that cover local news and current events. TV Channel 32 is FOX-affiliated station located in Middleboro. It provides network and some independent programs. Other affiliates of national television networks (ABC, CBS, NBC, and FOX News) are located in Capital City, and their broadcasts reach most residents in the county. Cable TV and high-speed Internet from national and local providers are available throughout most of the county as well.

MEDICAL RESOURCES

HILLSBORO HEALTH (CASE 2)

This tax-exempt, Medicare-certified home health agency provides a broad range of home-based services throughout the county. Six years ago, the agency was formed after a merger and expanded its mission and focus. It established a Medicare-certified hospice service and curtailed a number of community health programs. It uses funds provided by the towns and cities in the area, Hillsboro County, and United Way to support indigent care associated with its services. It transferred maternal and child health programs, funded by a grant from the state's Department of Health and Human Services, to voluntary health agencies. Martha Washington is Hillsboro Health's CEO, and Janet Myer is president of its board of directors.

PHYSICIAN CARE SERVICES, INC. (CASE 3)

Physician Care Services (PCS), Inc., is a private, tax-paying corporation that owns and operates two urgent care/occupational health centers—one located in Mifflenville and the other in Jasper. PCS employs physicians and other professionals to provide walk-in ambulatory care, a full range of diagnostic services, and an occupational health program. Currently, PCS is considering opening a third center in the Jasper Industrial Park. Dr. Stephen Tobias is the president/CEO and medical director of PCS.

MIDDLEBORO COMMUNITY MENTAL HEALTH CENTER (CASE 4)

In 1964, Middleboro Community Mental Health Center (MCMHC) was established as a tax-exempt 501(c)(3) corporation. MCMHC provides a range of services and programs, including adult, child and family, emergency, and education. In addition, it owns and operates a central office called Gardner Place as well as a four-bed group home called Justin Place; both facilities are located in northwest Middleboro. Stephanie Jervis-Washburn serves as MCMHC's executive director.

WEBSTER HOSPITAL (CASE 5)

Webster Hospital, a 501(c)(3) corporation, is a fully accredited, tax-exempt, 70-bed hospital located in Middleboro adjacent to the interstate highway. Named after its founder Dr. Edward W. Webster, this hospital was founded in 1930 to practice osteopathic medicine. Until 30 months ago, it was an affiliate member of the Osteopathic Hospitals of America (OHA) network. This network ceased operations with the bankruptcy and sale of Osteopathic Medical Center's assets in Capital City to a national proprietary hospital chain. Webster Hospital is in the process of redefining its mission, structure, and place in the regional market.

MIDCARE, INC. (CASE 6)

Middleboro Medical Center, or MIDCARE, is a health system established on January 1, 2015, to "meet the needs of Hillsboro County." The system grew out of Middleboro Community Hospital, a fully licensed, tax-exempt acute care hospital founded in 1890 on the north side of Middleboro. Most of MIDCARE's current beds are located in wings originally constructed in 1962 and 1966 with the assistance of federal Hill-Burton funds; these wings have now been modernized. In 2014, this modernization involved converting a significant number of semiprivate rooms into private rooms and updating the birthing facilities. MIDCARE provides a full range of diagnostic, outpatient, therapeutic, and emergency medical services, including a cancer center. Adjacent to the hospital is the Middleboro Medical Office Building; ample parking is available for both facilities. Although licensed for 272 beds, the hospital had to reduce its inpatient capacity to lower costs and adjust to new hospital utilization patterns.

In 2015, the system signed a renewable ten-year agreement to become an affiliate member of Treeline Health Systems, Inc. Under this affiliation, MIDCARE pays dues to be part of Treeline; in return, Treeline provides medical oversight and direction for MIDCARE's cancer center, access to its national supply chain management system, and technical assistance and support for MIDCARE's clinical data systems. In addition, both

parties agreed to develop a clinical residency program for primary care practitioners. James Higgens is the president of MIDCARE.

MEDICAL ASSOCIATES (CASE 7)

Medical Associates is a multispecialty physician group with offices in downtown Middleboro and in Jasper. Founded in 1951, it is a tax-paying private corporation organized as a professional partnership. Physicians in the group provide specialty and subspecialty care on an ambulatory basis, and in the Jasper location, they also offer ambulatory surgical services. All of its physicians are board certified and maintain active medical staff privileges at area hospitals. Over the past three years, to facilitate the expansion of its primary services, the group has added more physicians in its Jasper office as well as advanced registered nurse practitioners in both locations. In 2019, it introduced Medical Associates Express, a 24/7 walk-in clinic, to its Jasper office. The group contracts with Wythe Laboratories in Capital City for all medical tests and with Radiology Partners for all diagnostic images. Cynthia Worley is the executive manager at Medical Associates.

JASPER GARDENS (CASE 8)

Jasper Gardens Nursing Home is a private, tax-paying, 125-bed long-term care facility located in Jasper on a 100-acre campus. It qualifies for Medicare, Medicaid, all private insurance plans, and self-pay. Its owners—Jefferson Partners, LLC, of Capital City—recently announced plans to expand its inpatient and outpatient rehabilitation services. Jayne Winters is the licensed administrator of Jasper Gardens.

HILLSBORO COUNTY HEALTH DEPARTMENT (CASE 9)

Located in Middleboro, this department is responsible for the distribution of state health agency funds to local health agencies, immunizations, environmental health, the long-term care facility Manorhaven, and the implementation of county health priorities using county tax revenues. Using a statewide data system, the department gathers vital and mortality statistics and provides the data to the state as part of its annual report to the Hillsboro County Commissioners. John Snow is the director of the health department. The current chair of the Hillsboro County Board of Health oversees this municipal department. The board comprises 12 members, each of whom is appointed for an overlapping five-year term by the Hillsboro County Commissioners. Other professionals the department employs include registered nurses, public health assistants, and experts in public health.

OTHER HEALTH SERVICES

Aside from Medical Associates, many small, single-specialty and solo medical practices operate out of Hillsboro County. Other services include:

The Carter Home—located north of Middleboro and Jasper near Mifflenville—is a tax-paying, 110-bed long-term care facility that qualifies for both Medicare (as a skilled nursing facility) and Medicaid (as an intermediate care facility). Jack H. Carter has been president of the Carter Home Corporation, Inc., for the past 20 years and is currently the administrator of the Carter Home. Recently, the corporation opened Carter Village, an assisted living facility comprising 50 two-bedroom apartments with a congregate meal facility, 24-hour access to nursing services, access to physical and occupational therapists, and van service to shopping areas in Middleboro.

Jasper Emergency Services (case 10), an affiliate of Capital City General Hospital, is located in Jasper. The facility is open 24/7 and is fully accredited by The Joint Commission.

Jasper Ambulatory Surgical Center (case 11), an affiliate of Capital City General Hospital, co-owned by the hospital and the Capital City Medical Group, is located in Jasper. Services are provided six days a week in the facility's three operating rooms and two procedure rooms. The center is accredited by the Accreditation Association for Ambulatory Health Care.

Manorhaven, located in Middleboro, is a 110-bed long-term care facility that is owned and operated by Hillsboro County. It also operates a limited adult day care program for residents of Middleboro. It cooperates with Hillsboro Health to provide inpatient hospice services. Services at the facility qualify for both Medicare and Medicaid reimbursement. Jennifer Jones has been Manorhaven's administrator for the past eight years.

The Oaks (case 12) is a continuing care retirement community located near Jasper Gardens between Jasper and Capital City. It has 100 residential units.

Rock Creek—located north of Mifflenville near Harris City—is a private, 126-bed nursing home and 84-bed assisted living facility. It qualifies for Medicaid insurance, but it serves no Medicare patients. Five years ago, a statewide proprietary chain purchased Rock Creek. Its current administrator is John Lipman.

Senior Living of Mifflenville, located between Middleboro and Mifflenville, is an assisted living facility that offers two types of living arrangements. In the 45-unit assisted living facility, residents rent a private, one- or two-bedroom apartment with a small kitchen. Amenities include congregate meals, transportation services, and a full recreational program. In the adult home, 125 residents are provided either private or semiprivate room accommodation. A 24-hour nursing staff provides supervision. Senior Living of Mifflenville opened four years ago and is owned and operated by a national corporation. Its adult home is not a licensed nursing home.

Sockalexix Center, located in Jasper, has the contract to provide behavioral health and counseling services to the Jasper schools and is moving aggressively into the corporate

substance abuse and employee assistance program market. The center is staffed by four doctorally trained clinical psychologists, three master's-level social workers, and three substance abuse counselors.

Greenwood Group, located just east of Jasper, is a provider of substance abuse therapy known for its “upscale” setting. It is staffed by psychiatrists, clinical psychologists, a social worker, substance abuse counselors, and health and wellness personnel. The organization has targeted commercially insured clients.

Royman Oaks, LLC, offers employment counseling and job placement for clients with a history of behavioral disorders.

Grosvenor Arms, located in Jasper, is a seven-bed adult group home. Its staff includes residential counselors, a clinical psychologist, a social worker, and a marriage-and-family therapist.

Churches throughout Hillsboro County coordinate and provide Meals on Wheels, a program that delivers hot lunches to homebound elderly and disabled populations.

In Middleboro, the Fire Department provides emergency services staffed with emergency medical technicians (EMTs). In Jasper, the Fire Department uses paramedics to provide emergency services. Other communities rely on volunteer firefighters and emergency responders, some of whom require basic EMT certification. This year, the county launched a countywide 911 emergency dispatch system.

Statewide Blue Cross and Blue Shield is headquartered in Capital City, along with the state chapters of the following organizations:

- ◆ AARP
- ◆ Alzheimer's Association
- ◆ American Cancer Society
- ◆ American Diabetes Association
- ◆ American Heart Association
- ◆ American Lung Association
- ◆ Brain Injury Association of America
- ◆ Epilepsy Foundation
- ◆ Mental Health America (formerly National Mental Health Association)
- ◆ Muscular Dystrophy Association
- ◆ Planned Parenthood Federation of America
- ◆ United Cerebral Palsy

The statewide Alzheimer's Association has publicly expressed its priority to establish a membership office in Middleboro and throughout Hillsboro County.

The state has two medical schools. One is public and located on the state's eastern boundary, and the other one is private with an osteopathic focus and located on the state's northern boundary. Both are located in major cities and are more than 250 miles away from Capital City. Over the past 30 years, the hospitals in Capital City have become major referral centers for the community hospitals located within a 100- to 150-mile geographic circle. Capital City General Hospital (case 13) and Valley Medical Center (case 14)—the two largest hospitals in the city—maintain teaching affiliations with the two medical schools in the state. Osteopathic Medical Center's facilities were sold to Valley Medical Center, Inc.,—a national chain of proprietary hospitals and related services—as part of the Osteopathic Medical Center's Chapter 7 bankruptcy. Also located in Capital City is the Swift Water Accountable Care Organization (case 15). A state-supported, 154-bed inpatient psychiatric institution is located nearly 150 miles northeast of Middleboro. Six licensed mortuaries work in the county—four in Middleboro and two in Jasper.

STATE REGULATIONS: CERTIFICATE OF NEED

The state continues to maintain a certificate-of-need (CON) law for all acute and specialty hospitals and long-term care facilities that receive Medicaid and/or Medicare. Home health agencies were exempted from the law 12 years ago. Also specifically excluded from the law are private physician offices, clinics, and dispensaries for employees and health maintenance organizations. The thresholds for application of CON are \$6 million for major medical equipment, \$15 million for new construction, any transfer of ownership, and any increase in the number of licensed bed size equal to or greater than 10 beds or 20 percent of the facility (whichever is less). CON proposals are evaluated on the basis of the proposal's ability to better address the needs of the service area, immediate and long-term financial viability, cost control, and quality-of-care implications. The first step in securing a CON is a letter of intent that addresses a specific question. Once the CON board rules that a CON is needed, the applicant is granted permission to submit a detailed application. Currently, there is one active letter of intent to seek a CON: Horizon Health Care, Inc., has filed a letter of intent to open a 65-bed hospital in Statesville to treat drug and alcohol addiction.

CON applications are forwarded to the State Commissioner of Health and Welfare and then analyzed by the State Bureau of Healthcare Services. The state's CON Board renders the final decision. The governor, following the recommendation of the state legislature, appoints the seven-member board. Jack Carter, the only local representative on this board, owns a nursing home in Hillsboro County. Working with a committee in the state legislature, within eighteen months, the governor will be issuing recommendations on whether CON should be reauthorized, changed, or allowed to lapse as a state statute.

COMMUNITY CONCERNS AND ISSUES

Local political leaders have long recognized that Middleboro is economically stagnant. They have discussed the need to build a major industrial park adjacent to the interstate highway. Local business leaders, however, have resisted this venture, arguing that the funds designated for an industrial park be invested instead in improving the central business district to bolster the city's existing retail trade business. As a result of these competing views, Middleboro has not invested in either development.

The entire city has been affected by the national downturn in the traditional industrial and manufacturing sector. The current unemployment rate in Hillsboro County is 3.4 percentage points higher than the state's overall rate. Most of this unemployment is in the Middleboro area. The recent demise of Carlstead Rayon and uncertainty concerning Western Arms has created unemployment concerns in the greater Middleboro area.

In 2019, the *Middleboro Sentinel* ran a series of stories on the environmental hazards caused by Carlstead Rayon's questionable handling of waste materials through the years. Subsequently, the Hillsboro County Health Department requested a Health Consultation of the Carlstead site by the Agency for Toxic Substances and Disease Registry of the US Department of Health and Human Services, Public Health Service. The 2022 consultation report indicated that portions of the Carlstead Rayon site are hazardous waste sites and thus subject to remediation requirements. This is considered one of the reasons for the sale and closing of Carlstead Rayon and the sale of some of its real estate not considered to be a hazardous site to Western Arms. Active litigation between the owners of Carlstead Rayon, Hillsboro County, and the state are underway to hold Carlstead Rayon financially accountable to remediate the site. If these efforts fail, responsibility for remediation falls upon the municipal government.

The Middleboro City Council has repeatedly asked all tax-exempt healthcare providers to make a payment in lieu of taxes to cover municipal services costs. Last year, Steven Local ran for city council with one campaign promise: He would convince nonprofit hospitals and other healthcare "free riders" to "pay their fair share" or face consequences from the city, including court action. He lost the election by 21 votes but vowed to return next year with an even stronger campaign. For the past five years, Hillsboro County has received an annual payment of \$28,000 under the federal Payment in Lieu of Taxes program (Public Law 113-79).

For the past five years, Middleboro politics has been dominated by three issues: (1) the increases in property taxes, (2) the cost of schools, and (3) the use of funds included in Medicaid to pay for abortions. Planned Parenthood continues to attract demonstrations and protests. Except for unemployment concerns, economic development issues typically do not characterize the local political campaigns.

Major economic development has occurred in Jasper. U.S. Parts arrived in town, and today the company occupies almost 60 percent of the Jasper Industrial Park. National

Yearbooks is expected to fill the remaining capacity in the Jasper Industrial Park within two years. Plans are also underway to construct another industrial park adjacent to the new interstate highway between Jasper and Capital City. City officials in Middleboro are still being criticized for letting Jasper “beat out” Middleboro in attracting these major employers.

In 18 months, the state will open a moderate-security prison as part of the plan to develop regional prison facilities. The prison will have a capacity of 600 inmates and will be outside Hillsboro County, approximately 40 miles southwest of Jasper.

Issues involving growth continue to dominate the politics in Jasper. While the entire community seems very satisfied with the success of JIDA, many are dissatisfied with the impact the developments have had on municipal services and the local education system. Responsible Growth, a four-year-old group comprising 100 Jasper residents who voice community concerns, succeeded in electing two of its members—Jennifer Kip and Kevin Khalil—to the Jasper Town Council. Both expressed concern that Jasper was too quickly becoming a bedroom community to Capital City.

National Development Corp. has recently presented to the Jasper Planning Board a proposal to construct an 800-unit subdivision of moderately priced housing on land adjacent to the new interstate highway west of Jasper. The proposal holds the developer responsible for all infrastructures.

NEW INTERSTATE HIGHWAY

Seven years ago, Representative Giles announced with the governor that a new four-lane interstate highway would be built from Jasper to Capital City and University Town. This road would shorten the travel distance from downtown Jasper to downtown Capital City (currently, 35 miles) to 16 miles and from Jasper to University Town (currently, 45 miles) to 40 miles.

Currently, the new road is finished from University Town to approximately 20 miles West of Jasper and from Capital City to approximately 20 miles east of Jasper. Given the mountainous terrain, the road to University Town is scheduled to be completed in approximately 22 months, while the remaining section between Jasper and Capital City should be completed in 18 months.

Construction has already begun on a high-speed commuter rail link between Jasper and Capital City. The Capital City Transportation Authority has purchased land in both Capital City and Jasper and secured the right-of-way adjacent to the new highway. It is expected that this rail system will be operational within 48 months.

Over the past three years, the south of Jasper and land between Jasper and Capital City have experienced significant attention and a number of development proposals. For example, the Jasper Town Council, based on recommendations from the town and county planning boards, has approved the zoning application for a major shopping mall complex,

which will be located adjacent to the new highway and at the edge of Jasper—approximately six miles from downtown Jasper. Given the impact of the recent pandemic on retail trade, it is possible this approval will be revisited.

COUNTYWIDE GRIEVANCES

In 2021, Middleboro had a significant Black Lives Matter rally followed by many meetings between the community's Black and political leaders to identify and resolve issues involving policing practices, employment opportunities, and *de facto* educational segregation based on the catchment areas of specific elementary schools. Recent demonstrations and events have attracted local and statewide media coverage.

Citizens Against Abortions is a small but vocal political force in Jasper. On three occasions, the group has picketed in front of the offices of physicians known to have performed abortions at hospitals in either Middleboro or Capital City and a Planned Parenthood clinic. TV Action 12, the largest TV station in Capital City, broadcasted on the evening news two of these demonstrations in Jasper. This group has announced plans to picket area hospitals. The *Middleboro Sentinel* has estimated that this organization has 75 to 130 members.

Leaders from other communities in Hillsboro County—Harris City, Boalsburg, Minortown, and Carterville—have begun to meet monthly to discuss common concerns. The group recently issued a statement directed at the Hillsboro County Commissioners. The statement indicated that too many county resources are being devoted to develop the southern part at the expense of the northern, smaller communities.

Philanthropy has continued to decline in the county, a situation exacerbated by the pandemic. The rate of giving throughout the county has declined 30 percent, and the amount disbursed by United Way has also shrunk by 16 percent. Even though all large industries and many small employers in the county cooperate with United Way, measures suggest that philanthropy from corporate donors has significantly decreased over the past ten years.

All employers in the state are required to obtain workers' compensation insurance. Currently, employees injured on the job are free to choose which healthcare provider would treat them. A new workers' comp law has been recently enacted, however. In six months, the responsibility for choosing the medical provider to care for an injured worker will be, by law, the employer's—not the employee's. This legislation also changes the workers' comp appeal process. Appeals will continue to flow through the circuit court and the State Supreme Court, and employees will still have 30 days from the time of the injury to initiate an appeal. However, questions reviewed under the new appeals process will pertain to law only and will not permit a jury trial. The old process permitted reviews of law and fact as well as a jury trial. In addition, the new law will increase competition for workers' comp business among healthcare providers. Most residents and observers feel that the changes

amount to a tightening up of the workers' comp system, at the expense of employees. By all indications, the new law and its yet-to-be-seen impacts will be watched carefully. For example, a recent article in *The Capital City News* reported that a study by the Teamsters and Service Workers Unions found that, under the current system, the state's rejection rate of workers' comp claims was extremely high and had been rising for at least the past four years. According to the study, rejected claims are not paid by the state but by the employees' regular health insurance plans, which often include deductibles and copayments. The unions identified the shift of insurance coverage from the state workers' comp system to the employees and employers as a major way of increasing health insurance expenses.

Table 1.1
Distance (Miles)
Between
Hillsboro
County
Communities

City/Town	Boalsburg	Cartersville	Harris City	Jasper	Middleboro	Mifflenville	Minortown	Statesville
Boalsburg	0	25	9	62	20	16	8	39
Cartersville		0	18	44	20	16	15	15
Harris City			0	61	29	25	26	57
Jasper				0	32	36	46	31
Middleboro					0	4	12	23
Mifflenville						0	7	30
Minortown							0	37
Statesville								0
Outside Hillsboro County								
Capital City	55	80	55	35	60	64	45	32
University Town	88	89	96	45	68	72	80	76

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Table 1.2
Pandemic Cases
in Hillsboro
County, Capital
City, and
University Town
by City/Town
and Year

City/Town	2024	2023	2022	2021	Total
Middleboro	820	1,493	1,579	753	4,645
Jasper	1,069	1,474	1,389	358	4,290
Statesville	405	753	268	143	1,569
Harris City	326	384	236	104	1,050
Mifflinville	183	454	192	79	908
Cartersville	78	81	99	108	366
Minortown	32	38	59	23	152
Boalsburg	30	47	55	9	141
Hillsboro County Total	2,943	4,724	3,877	1,577	13,121
Capital City	2,628	5,442	6,078	1,987	16,135
University Town	2,304	2,383	2,744	1,673	9,104

Table 1.3
Hillsboro
County
Population

City/Town	1999	2004	2009	2014	2019	2024
Jasper	39,871	42,657	46,902	49,247	51,230	54,293
Middleboro	45,861	46,995	47,364	47,590	48,502	49,003
Statesville	11,750	11,790	12,750	14,350	14,780	14,903
Harris City	12,203	12,953	12,951	12,904	12,835	11,895
Mifflinville	10,623	10,945	10,952	11,240	11,253	11,134
Cartersville	2,367	2,145	2,378	2,066	2,198	2,078
Minortown	2,163	2,190	2,056	2,103	2,005	2,109
Boalsburg	1,885	1,893	1,891	1,935	1,965	1,985
Total	126,723	131,568	137,244	141,435	144,768	147,400
Outside Hillsboro County						
Capital City	120,450	155,340	160,230	163,440	177,560	188,102
University Town	61,044	61,370	63,560	64,500	65,840	67,802

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City/Town	Total	Ages						
		Under 5	5-14	15-24	25-44	45-64	65-74	75+
Jasper	54,293	4,831	9,229	9,061	15,902	10,684	2,806	1,780
Male	27,443	2,478	4,821	4,545	8,020	5,687	1,102	790
Female	26,850	2,353	4,408	4,516	7,882	4,997	1,704	990
Middleboro	49,003	4,214	8,330	8,181	14,354	9,684	2,583	1,657
Male	24,378	2,178	4,170	4,097	7,190	4,912	1,091	740
Female	24,625	2,036	4,160	4,084	7,164	4,772	1,492	917
Statesville	14,903	1,282	2,534	2,487	4,371	2,945	795	489
Male	7,331	644	1,275	1,290	2,245	1,350	323	204
Female	7,572	638	1,259	1,197	2,126	1,595	472	285
Harris City	11,895	902	2,001	1,853	3,484	2,440	625	590
Male	5,795	423	980	913	1,777	1,202	297	203
Female	6,100	479	1,021	940	1,707	1,238	328	387
Mifflenville	11,134	957	1,893	1,858	3,268	2,198	585	375
Male	5,407	463	950	908	1,560	1,156	202	168
Female	5,727	494	943	950	1,708	1,042	383	207
Carterville	2,078	168	369	350	601	412	110	68
Male	1,031	85	180	179	312	209	42	24
Female	1,047	83	189	171	289	203	68	44
Minortown	2,109	182	359	352	618	415	110	73
Male	1,042	96	183	178	312	204	40	29
Female	1,067	86	176	174	306	211	70	44
Boalsburg	1,985	171	338	334	582	391	103	66
Male	987	89	160	171	298	202	44	23
Female	998	82	178	163	284	189	59	43
Total	147,400	12,707	25,053	24,476	43,180	29,169	7,717	5,098
Male	73,414	6,456	12,719	12,281	21,714	14,922	3,141	2,181
Female	73,986	6,251	12,334	12,195	21,466	14,247	4,576	2,917

Table 1.4
Hillsboro
County Age
Profile by Sex,
2024

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Table 1.5
Hillsboro
County
Population by
Race

City/Town	Population	White	Black	Other
Jasper				
2024	54,293	50,101	1,544	2,648
2019	51,230	47,162	1,534	2,534
Middleboro				
2024	49,003	29,912	17,278	1,813
2019	48,502	30,191	16,344	1,967
Statesville				
2024	14,903	14,641	28	234
2019	14,780	14,371	42	367
Harris City				
2024	11,895	11,267	38	590
2019	12,835	12,230	45	560
Mifflenville				
2024	11,134	10,971	102	61
2019	11,253	11,079	114	60
Carterville				
2024	2,078	2,012	6	60
2019	2,198	2,104	16	78
Minortown				
2024	2,109	2,106	3	0
2019	2,005	1,989	9	7
Boalsburg				
2024	1,985	1,978	0	7
2019	1,965	1,956	0	9
Total				
2024	147,400	122,988	18,999	5,413
2019	144,768	125,997	11,169	7,602

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	Percentage of Coverage					
	Not Covered Any Time During the Year	Covered by Employment-Based Insurance	Covered by Self-Employment Insurance	Covered by Medicaid	Covered by Medicare	Covered by Medicare and Medicaid
All Residents	19.5	51.5	3.5	19.5	18.2	1.8
Employer Size, Workers Aged 18–64						
Fewer than 25 Employees	28.5	32.8	17.6	20.3	1.8	0.6
25–99 Employees	24.3	64.3	7.4	5.3	0.1	0
100–499 Employees	16.9	75.3	5.3	3.5	0.2	0.3
500–999 Employees	18.4	78.8	0	3.6	0.2	0.3
Household Income						
Less than \$25,000	28.3	13.9	8.2	43.5	8.1	0.5
\$25,000–\$49,999	22.8	35.4	23.6	9.2	12.5	0
\$50,000–\$74,999	13.2	61.4	30.5	0	7.5	0
\$75,000 or more	9.3	72.4	39.4	0	5.7	0

Note: Percentages may exceed 100%, depending on changes during the year of study and multiple coverage.

Table 1.6
Hillsboro
County Health
Insurance
Profile, 2024

Table 1.7
Health
Insurance
Benefits
of Major
Employers
in Hillsboro
County, 2024

Employer	Fee-for-Service		Managed Care		Other Features
	Deductible (\$)	Coinsurance (%)	Deductible (\$)	Coinsurance per MD Visit (%)	
River Industries					Behavioral
LD	3,600	70/30			Vision
HD	7,200	60/40			
Master Tractor					Behavioral
PPO			4,500	60/40	HSA
HMO			500	80/20	
HD	7,200	60/40			
U.S. Parts					
PPO			7,200	60/40	HSA
HMO			7,200	70/30	Vision
National Yearbooks					
PPO			1,000	70/30	Behavioral
HMO			800	80/20	HSA
HD	7,200	80/20			
POS	1,400	60/40			
Office Pro	2,500	60/40			
Chicken Farms, Inc.	7,200	50/50	300	85/15	Behavioral
Middleboro Trust Company					
PPO			2,000	70/30	Behavioral
HMO			1,500	80/20	Dental
HD	7,200	60/40			Vision

Notes: (1) Deductibles shown are for family coverage. (2) State law mandates mental health coverage in any insurance plan with more than 25 participants. The plan must include 30 hours coverage for outpatient visits and 20 days for inpatient. (3) HD: high deductible; HMO: health maintenance organization; LD: low deductible; POS: point of service; PPO: preferred provider organization

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Coverage	2024	2023	2022	2019	2014
No Insurance	19.5	17.5	15.3	13.5	12.9
Medicaid	19.3	19.2	16.3	15.2	14.8
Any Private Plan	51.5	50.5	56.3	58.4	59.6
Medicare	18.2	15	14.9	14.1	13.7
Military Healthcare	1.9	2.4	2.4	2.8	2.5

Table 1.8
Hillsboro
County
Estimated
Health
Insurance
Coverage

Note: Numbers are a percentage of total. Total insured and totals may exceed 100% due to multiple coverages.

City/Town	Population	Discharges	Hospital Patient Days			
			Total	Webster	MIDCARE	Other*
Jasper						
2024	54,293	5,366	25,977	1,503	12,804	11,670
2019	51,230	4,771	25,859	4,668	12,000	9,191
2014	49,247	5,352	24,088	3,013	17,100	3,975
2009	46,902	4,878	22,926	3,078	17,664	2,184
Middleboro						
2024	49,003	6,076	26,950	4,890	21,563	497
2019	48,502	6,023	32,343	5,037	27,002	304
2014	47,590	6,201	35,346	7,076	27,830	440
2009	47,364	6,394	33,889	4,850	28,185	854
Statesville						
2024	14,903	1,623	6,928	2,256	4,482	190
2019	14,780	1,528	8,918	2,490	6,356	72
2014	14,350	1,530	7,191	3,020	4,056	115
2009	12,750	1,469	7,938	3,175	4,673	90
Harris City						
2024	11,895	1,272	6,756	4,980	1,607	169
2019	12,835	1,581	8,468	6,590	1,720	158
2014	12,904	1,730	8,996	6,743	2,020	233
2009	12,951	1,756	12,117	9,866	2,006	245

Table 1.9
Hillsboro
County Hospital
Discharges and
Patient Days

continued

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Table 1.9
Hillsboro
County Hospital
Discharges and
Patient Days
(continued)

City/Town	Population	Discharges	Hospital Patient Days			
			Total	Webster	MIDCARE	Other*
Mifflenville						
2024	11,134	1,132	6,094	2,022	3,921	151
2019	11,253	1,324	7,378	2,291	4,938	149
2014	11,240	1,456	7,280	2,839	4,288	153
2009	10,952	1,687	8,939	3,320	5,475	144
Carterville						
2024	2,078	212	1,174	366	748	60
2019	2,198	275	1,442	390	1,000	52
2014	2,066	194	1,716	596	1,077	43
2009	2,378	338	1,891	702	1,177	12
Minortown						
2024	2,109	177	1,126	98	1,020	8
2019	2,005	194	1,127	94	1,001	32
2014	2,103	420	2,408	601	1,796	11
2009	2,056	317	1,963	508	1,448	7
Boalsburg						
2024	1,985	241	1,074	488	580	6
2019	1,965	229	1,326	528	798	0
2014	1,935	220	1,217	681	513	23
2009	1,891	236	1,395	747	608	40
Hillsboro County Resident Totals						
2024	147,400	16,099	76,079	16,603	46,725	12,751
2019	144,768	15,925	86,861	22,088	54,815	9,958
2014	141,435	17,103	88,242	24,569	58,680	4,993
2009	137,244	17,075	91,058	26,246	61,236	3,576
Noncounty						
2024		21	133	99	34	
2019		26	126	71	55	
2018		32	176	86	90	
2009		24	126	44	82	
Overall Total						
2024		16,120	76,212	16,702	46,759	12,651
2019		15,951	86,987	22,159	54,870	9,958
2014		17,135	88,418	24,655	58,770	4,993
2009		17,099	91,184	26,290	61,318	3,576

*Hospitals outside Hillsboro County

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2024 Hospital Discharges by Town and Hospital				
City/Town	Total	Webster	MIDCARE	Other
Jasper				
Discharges	5,366	437	2,785	2,144
Patient Days	25,977	1,503	12,804	11,670
Middleboro				
Discharges	6,076	856	5,139	81
Patient Days	26,950	4,890	21,563	497
Statesville				
Discharges	1,623	570	1,017	36
Patient Days	6,928	2,256	4,482	190
Harris City				
Discharges	1,272	902	340	30
Patient Days	6,756	4,980	1,607	169
Mifflenville				
Discharges	1,132	429	674	29
Patient Days	6,094	2,022	3,921	151
Carterville				
Discharges	212	71	132	9
Patient Days	1,174	366	748	60
Minortown				
Discharges	177	28	148	1
Patient Days	1,126	98	1020	8
Boalsburg				
Discharges	241	112	127	2
Patient Days	1,074	488	580	6
Hillsboro County Resident Totals				
Discharges	16,099	3,405	10,362	2,332
Patient Days	76,079	16,603	46,725	12,751
Noncounty Residents				
Discharges	21	16	5	
Patient Days	133	99	34	
Total				
Discharges	16,120	3,421	10,367	2,332
Patient Days	76,212	16,702	46,759	12,751

Table 1.9
Hillsboro
County Hospital
Discharges and
Patient Days
(continued)

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Table 1.10
Hillsboro
County
Physicians
by Specialty,
City/Town,
and Hospital
Affiliation

Specialty	Total	MIDCARE	WH
Family Practice	25	5	20
Middleboro	7	0	7
Jasper	2	0	2
Harris City	2	0	2
Statesville	2	1	1
Mifflenville	6	1	5
Carterville	2	1	1
Minortown	2	1	1
Boalsburg	2	1	1
Internal Medicine General	33	31	2
Middleboro	13	11	2
Jasper	9	9	0
Harris City	2	2	0
Statesville	2	2	0
Mifflenville	2	2	0
Carterville	2	2	0
Minortown	2	2	0
Boalsburg	1	1	0
Pediatrics	16	14	2
Middleboro	14	12	2
Jasper	2	2	0
Allergy Immunology	3	3	0
Middleboro	2	2	0
Jasper	1	1	0
Cardiology	5	5	0
Middleboro	5	5	0
Gastroenterology	6	6	0
Middleboro	4	4	0
Jasper	2	2	0
Psychiatry	8	8	0
Middleboro	6	6	0
Jasper	2	2	0
Other Medical*	16	14	2
Middleboro	14	12	2
Jasper	2	2	0

continued

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Specialty	Total	MIDCARE	WH
Orthopedic Surgery	9	6	3
Middleboro	9	6	3
General Surgery	12	8	4
Middleboro	10	6	4
Jasper	2	2	0
OB/GYN	13	7	6
Middleboro	10	4	6
Jasper	3	3	0
Other Surgical**	17	15	2
Middleboro	16	15	1
Jasper	0	0	0
Subtotal	163	122	41
Hospital-Based			
Anesthesiology	15	11	4
Emergency	21	12	9
Hospitalists	10	10	0
Radiology	18	14	4
Pathology	12	9	3
Subtotal	76	56	20
Total Active Staff	239	178	61
Total Consulting Staff	58	35	23
Overall Total	297	213	84

Table 1.10
Hillsboro
County
Physicians
by Specialty,
City/Town,
and Hospital
Affiliation
(continued)

Notes: (1) Detailed table includes only physicians who have active medical staff privileges or are employed by an accredited hospital in Hillsboro County. City/Town means office location. (2) WH: Webster Hospital; * includes dermatology, pulmonology, endocrinology, otolaryngology, pulmonary medicine, ear/nose/throat, oncology, and hematology; ** includes vascular surgery, bariatric surgery, ophthalmology, plastic surgery, thoracic surgery, urology, and neurosurgery.

Table 1.11
Hillsboro
County Vital
Statistics

Vital Statistics	2024	2019	2014	2009	2004
Live Births	1,942	2,254	2,935	2,678	2,205
Deaths (Except Fetal)	1,240	1,193	1,236	1,210	1,085
Infant Deaths	16	15	17	14	14
Neonatal Deaths*	9	7	6	8	10
Postneonatal Deaths**	7	8	11	6	4
Maternal Deaths	1	3	2	1	2
Out-of-Wedlock Births	287	256	355	299	216
Marriages	921	995	981	1,051	901

Notes: * fewer than 28 days after birth; ** within 28–365 days of birth.

Table 1.12
Hillsboro
County Resident
Deaths by
Cause of Death

Cause of Death	2024	2019	2014	2009
Diseases of the Heart	408	399	401	418
Malignant Neoplasms	254	262	256	245
Cerebrovascular Diseases	84	78	93	86
Chronic Lower Respiratory	74	60	40	36
All Accidents	71	62	64	70
Influenza and Pneumonia	54	37	30	34
Alzheimer's Disease	42	38	34	34
Pandemic	41	0	0	0
Diabetes Mellitus	40	32	33	33
Nephritis, Nephrotic Syndrome, and Nephrosis	23	20	22	21
Intentional Self-Harm	22	17	24	26
Total Deaths from Leading Causes	1,113	1,005	997	1,003
All Deaths	1,240	1,193	1,236	1,210

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Cause of Death	Total	Under 1	1-4	5-14	15-24	25-44	45-64	65-75	75+
Disease of the Heart									
2024	408	0	1	0	0	19	68	135	185
2019	399	1	0	0	3	18	72	128	177
2014	401	2	0	0	2	14	58	124	201
2009	418	0	0	0	0	11	50	139	218
Malignant Neoplasms									
2024	254	1	0	0	4	12	30	68	139
2019	262	2	0	2	3	20	34	67	134
2014	256	1	0	1	1	24	38	79	112
2009	245	0	0	2	4	19	24	75	121
Cerebrovascular Diseases									
2024	84	0	0	0	0	3	9	29	43
2019	78	0	0	0	0	2	12	28	36
2014	93	0	0	0	1	3	10	26	53
2009	86	0	0	0	0	2	14	23	47
Chronic Lower Respiratory Disease									
2024	74	0	0	0	0	0	10	16	48
2019	60	0	0	0	0	0	15	20	25
2014	40	0	0	0	0	0	13	13	14
2009	36	0	0	0	0	0	11	9	16
All Accidents									
2024	71	4	6	10	10	7	6	8	20
2019	62	3	5	10	10	5	7	9	13
2014	64	5	2	9	8	6	7	8	19
2009	70	3	4	4	18	15	12	5	9
Influenza and Pneumonia									
2024	54	2	2	3	0	0	6	16	25
2019	37	1	1	0	0	0	2	14	19
2014	30	1	0	0	0	0	1	12	16
2009	34	1	2	0	0	0	2	8	21

Table 1.13
Hillsboro
County Causes
of Resident
Death by Age
Group, 2024

continued

Table 1.13
Hillsboro
County Causes
of Resident
Death by Age
Group, 2024
(continued)

Cause of Death	Total	Under 1	1-4	5-14	15-24	25-44	45-64	65-75	75+
Alzheimer's Disease									
2024	42	0	0	0	0	0	1	14	27
2019	38	0	0	0	0	0	0	12	26
2014	34	0	0	0	0	0	2	3	29
2009	34	0	0	0	0	0	1	8	25
Pandemic									
2024	41	0	0	0	4	6	5	10	16
2019	0	0	0	0	0	0	0	0	0
2014	0	0	0	0	0	0	0	0	0
2008	0	0	0	0	0	0	0	0	0
Diabetes Mellitus									
2024	40	0	0	0	0	0	2	18	20
2019	32	0	0	0	0	0	3	14	15
2014	33	0	0	0	0	0	5	12	16
2009	33	0	0	0	0	2	10	12	9
Nephritis, Nephrotic Syndrome, and Nephrosis									
2024	23	1	1	0	0	1	7	5	8
2019	20	0	1	0	1	3	3	4	8
2014	22	0	1	0	1	2	4	5	9
2009	21	0	0	1	2	4	6	2	6
Intentional Self-Harm									
2024	22	0	0	0	8	1	5	5	3
2019	17	0	0	1	6	2	3	2	3
2014	24	0	0	0	2	2	9	5	6
2009	26	0	0	4	6	6	4	2	4
Total from Listed Causes									
2024	1,113	8	10	13	26	49	149	324	534
2019	1,005	7	7	13	23	50	151	298	456
2014	997	9	3	10	15	51	147	287	475
2009	1,003	4	6	11	30	59	134	283	476

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