



# PREFACE

**T**he *Middleboro Casebook* is a flexible and integrated case study that focuses on the strategy and operations of a regional healthcare system located in and around the communities of Middleboro and nearby Jasper in Hillsboro County, USA. The opening case introduces students to the communities as well as their demographic, socioeconomic, political, economic, epidemiological, and environmental characteristics. Data presented in the tables enable students to analyze the communities in detail, focusing on those factors that drive the need for and use of healthcare services as well as framing the strategic decisions made by healthcare organizations. The cases provide information about the primary healthcare organizations in Middleboro and the surrounding area. Each case includes the organization's history, governance, organizational structure, programs and services, finances, and particular issues and challenges.

## CONCEPT OF THE BOOK

We developed *The Middleboro Casebook* to bring authentic management and policy issues into the classroom and to assist students and faculty with integrating an academic curriculum in health administration. As well as describing a “typical” regional healthcare system, it also provides the basis

for identifying many types of problems and issues and for formulating management plans and strategies. Since its inception, the casebook has assisted faculty with providing a robust integrating seminar between traditional academic study and professional practice.

All the cases and the setting are totally fictitious, removing “what really happened” scenarios from any management plans and strategies provided by students. Each healthcare organization is described in detail in the context of its common setting. The cases blend the impact of national forces and issues that influence the management of healthcare organizations today with the local forces and issues that make managing healthcare organizations unique. Sensitivity to local events, circumstances, and issues is essential, just as in professional practice.

Middleboro provides the opportunity and flexibility to achieve many different types of learning outcomes. For example, students can be asked to define a comprehensive strategy for a specific business unit or to complete a focused analysis on a specific aspect of an organization (e.g., financial, marketing, population health). Students can assess multiple organizational arrangements, including mergers and acquisitions, as well as the opportunity for horizontal and vertical integration. Each case presents a detailed picture of the structure, function, and operation of a different type of healthcare organization. To engender flexibility, no specific student assignments have been included in the book. This allows the instructor—with the help of the Instructor Resources provided—to define how the book is used and to select assignments, as well to determine if additional information might be needed.

## THE THIRD EDITION

*The Middleboro Casebook* reflects contemporary, plausible realities—realities influenced by many events and forces. This edition acknowledges the impact of a pandemic as well the emergence of telehealth and other healthcare systematic adaptations. The third edition also includes new presentations describing a freestanding emergency room (FES), a freestanding ambulatory surgical center (ASC), a continuing care retirement center (CCRC), an accountable care organization (ACO), and the primary referral medical centers—Capital City General and Valley Medical—located in Capital City. *Note that the data in the third edition have no relationship with the data in the first edition. Each edition is independent.*

As was true of earlier editions, this edition can be used in many ways. First, it can be the primary text for a course and/or used as resource for topical management courses in such areas as strategic planning, marketing, population health, and financial management. Second, as some faculty members have done, the casebook can be used in a course that introduces students to the US healthcare system, its organizations, and its issues. In this context, *The Middleboro Casebook* is used as a microcosm of the real world to familiarize students with the structure and function of a typical regional healthcare system. Third, it can be used in multiple foundation courses in which students develop strategic

analyses and business plans based on specific course objectives and then in a program's capstone course as a culminating integrating experience. This model approach, which we call "Middleboro Across the Curriculum," provides depth, breadth, and integration for many courses. When used in a capstone course, *The Middleboro Casebook* also provides a unique opportunity to assess student attainment of intended curricula competencies.

## THE INSTRUCTOR'S MANUAL

The Instructor's Manual is a critical component of this text and will allow instructors to make the most of each case for students. It includes suggestions related to problem-based learning and case-method teaching, short essays with guidance on using the cases effectively, recommended assignments, references related to oral presentations and business plans, and suggested online resources. Additional information regarding the full Instructor Resources follows.

## CONCLUSION

Middleboro, Jasper, Hillsboro County, Capital City, and all the organizations and people described in the book are, again, totally fictitious. Any similarity to real people, places, or events is merely an unintended consequence. (For the record, Middleboro, Jasper, and Hillsboro County are not in New Hampshire.) The data and the issues in the cases are realistic and derived from many sources and advice from many healthcare executives. Recognizing that management is both an art and a science, we hope students use both to define and address problems and challenges, improve access and quality, and lower costs.

Remember that every case is layered, so students—and other users of the book—should peel it like an onion. Read it over, numerous times. Look for connections. Explore it. Think about it. Understand that the cases are related and integrated. Even though an assignment may focus on one organization, relevant information can be gathered from the other cases.

Health services management requires both educational and experiential preparation. We hope this book provides some of each. Welcome to Middleboro and Hillsboro County. It is exactly midnight on December 31, 2024. The year 2024 has just ended and 2025 has just begun.

Lee F. Seidel, PhD  
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## INSTRUCTOR RESOURCES

This book's Instructor Resources include the following:

### Instructor's Manual

- *Using Middleboro* presents many issues and suggestions related to problem-based learning and case-method teaching applied to each case. This section includes using Assignment Letters and Case Assignments to create the “problems” for student attention.
- *Teaching Notes* provides short essays that describe what the instructor needs to know to use these cases effectively.
- *Suggested Assignments* recommends assignments in three categories: (1) assignments for each individual case (e.g., Webster Hospital); (2) assignments by subject (e.g., marketing); and (3) assignments for specific companion texts, including the following:
  - Dunn, R. T. 2021. *Dunn and Haimann's Healthcare Management*, 11th edition. Chicago: Health Administration Press.
  - Harris, J. M. 2017. *Healthcare Strategic Management*, 4th edition. Chicago: Health Administration Press.
  - Olden, P. C. 2019. *Management of Healthcare Organizations: An Introduction*, 3rd edition. Chicago: Health Administration Press.
  - Reiter, K. L., and P. Song. 2018. *Gapenski's Fundamentals of Healthcare Finance*, 3rd edition. Chicago: Health Administration Press.
  - Reiter, K. L., and P. Song. 2021. *Gapenski's Healthcare Finance: An Introduction to Accounting and Financial Management*, 7th edition. Chicago: Health Administration Press.
  - Thomas, R. K. 2020. *Marketing Health Services*, 4th edition. Chicago: Health Administration Press.
  - White, K. R., and J. R. Griffith. 2019. *The Well-Managed Healthcare Organization*, 9th edition. Chicago: Health Administration Press.
- *Other Materials* includes references and suggested URLs for instructors and students, including references related to oral presentations and business plans.

### Middleboro as Internship

- This is a modified guide to using *The Middleboro Casebook* in an internship format. For the most up-to-date information about this book and its instructor resources, go to [ache.org/HAP](http://ache.org/HAP) and search for the book's order code (24591). This book's instructor resources are available to instructors who adopt this book for use in their course. For access information, please email [hapbooks@ache.org](mailto:hapbooks@ache.org).

## STUDENT RESOURCES

Excel versions of all tables are available online at [ache.org/books/Middleboro3](http://ache.org/books/Middleboro3).

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