

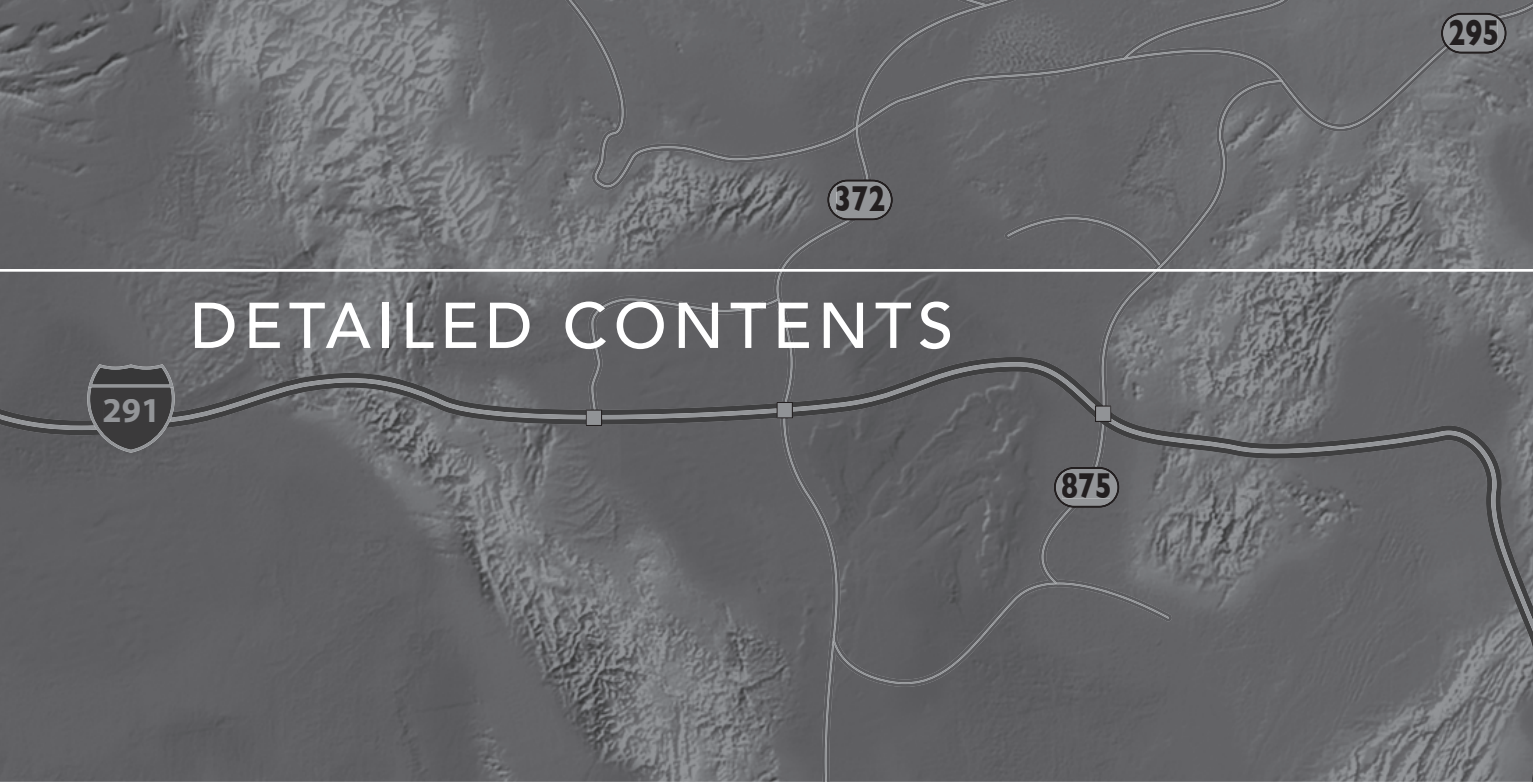


BRIEF CONTENTS

Acknowledgmentsxiii
Mapxiv
List of Tablesxvii
Prefacexxiii
Case 1 The Community	1
Case 2 Hillsboro Health	35
Case 3 Physician Care Services, Inc.	71
Case 4 Middleboro Community Mental Health Center	107
Case 5 Webster Hospital	131
Case 6 MIDCARE, Inc.	157
Case 7 Medical Associates	189
Case 8 Jasper Gardens	211
Case 9 Hillsboro County Health Department	235
Case 10 Jasper Emergency Services	271
Case 11 Jasper Ambulatory Surgery Center	281
Case 12 The Oaks: A Continuing Care Retirement Community	295
Case 13 Capital City General Hospital	303

Case 14 Valley Medical Center 311
Case 15 Swift Water Accountable Care Organization..... 317

Appendixes 323
About the Authors 333



DETAILED CONTENTS

Acknowledgmentsxiii
Mapxiv
List of Tables	xvii
Prefacexxiii
Case 1 The Community	1
Demographic Characteristics	1
Geographic Characteristics	2
Social and Educational Characteristics	3
Political Characteristics	4
The Pandemic	5
Economic Characteristics	8
Media Resources	11
Medical Resources	11
Community Concerns and Issues	17

Case 2	Hillsboro Health	35
	Mission And Vision	35
	Governance	36
	Management Team	40
	Organizational Structure	43
	Successes and Challenges	50
Case 3	Physician Care Services, Inc.	71
	Client Services	72
	Organizational Structure and Management Team	73
	Threats and Opportunities	80
Case 4	Middleboro Community Mental Health Center	107
	History	108
	Mission	109
	Governance	109
	Management Team and Organizational Structure	111
	Staffing	118
	Finance	120
	Marketing	121
Case 5	Webster Hospital	131
	History	131
	Governance	135
	Management Team and Organizational Structure	136
	Medical Staff and Medical Resources	141
Case 6	MIDCARE, Inc.	157
	History	159
	Governance	160
	Management Team and Organizational Structure	162
	Medical Staff and Medical Resources	168
	Challenges and Opportunities	169
Case 7	Medical Associates	189
	History	190
	Operations and Services	191
	Governance	195
	Medical Departments and Organizational Structure	196
	Successes, Challenges, and Plans	198

Case 8	Jasper Gardens	211
	Jefferson Partners, LLC	211
	History	212
	Services and Operations	213
	Management Team and Organizational Structure	214
	Concerns and Opportunities	220
Case 9	Hillsboro County Health Department	235
	Hillsboro County Board of Health	236
	Management Team and Organizational Structure	238
	Other HCHD Issues	246
Case 10	Jasper Emergency Services	271
	Governance	271
	Management	272
	Staffing	273
	Services	273
	Operations	274
	Utilization	276
Case 11	Jasper Ambulatory Surgery Center	281
	Ownership and Governance	282
	Management	284
	Mission and Values	285
	Quality of Care	286
	Services Offered	287
	Staffing	288
	Financial Information	288
Case 12	The Oaks: A Continuing Care Retirement Community	295
	Mission, Governance, and Management	295
	Accommodations and Fees	297
	Management Team	297
	Construction Team	298
	Construction Financing	298
	Resident Demographics	298
	Future Plans	299
Case 13	Capital City General Hospital	303
	Mission and Governance	303
	Operational Statistics	304
	Medical Staff	304
	Financial Reports	305

Case 14	Valley Medical Center	311
	Mission, Vision, and Values	312
	Community Advisory Board	312
	Operational Statistics	312
	Medical Staff	313
	Financial Reports	313
Case 15	Swift Water Accountable Care Organization	317
	Mission and Vision.	318
	Organizational Information	319
	Shared Savings and Losses and Quality Performance Measures.	319
	Appendixes.	323
	About the Authors	333
	Appendixes	323
	About the Authors	333