

**Hospital Conversions, Mergers and Acquisitions  
North Carolina, 1983-1997**

Target Hospital	Initiator	Target City	Target County	Initiator City	Initiator County	From	To	Year	Type	Notes
<b>Not-for-Profit to For-Profit Conversion</b>										
Columbia Cape Fear	Columbia/HCA	Wilmington	N. Hanover	CHAIN	CHAIN	NP	FP	1996	Acquisition	High profile news event
Hamlet Hospital	HMA	Hamlet	Richmond	CHAIN	CHAIN	NP	FP	1987	Acquisition	
Lake Norman Med Ctr	HMA	Mooreville	Iredell	CHAIN	CHAIN	NP	FP	1986	Acquisition	Name=Lowrance Hosp. in 6/85
<b>Not-for-Profit to District/Health Authority</b>										
Carolinas Medical Ctr	CMeck H Auth	Charlotte	Mecklenburg	Charlotte	Mecklenburg	NP	AUTH	1989	Convert	
Craven Reg Med Auth	N/A	New Bern	Craven	N/A	N/A	NP	AUTH	1988	Convert	Foundation 12/96
Kings Mountain	Carolina H Care S	Kings Mountain				NP	DIST	1994	Lease	Carolina H.C. System
Mercy Health	CMeck H Auth	Charlotte	Mecklenburg	Charlotte	Mecklenburg	NP	AUTH	1995	Acquisition	
Richmond Memorial	CMeck H Auth	Rockingham	Richmond	Charlotte	Mecklenburg	CNTY	AUTH	1996	Joint Venture	
Valdese General	CMeck H Auth.	Valdese	Burke	Charlotte	Mecklenburg	NP	AUTH	1995	Acquisition	
<b>County to Not-for-Profit</b>										
Alamance County	Alamance Memorial	Burlington	Alamance	Burlington	Alamance	CNTY	NP	1986	Merge	NP Foundation owns merged hosp
Angel Community Hosp.	Quorum	Franklin	Macon	CHAIN	CHAIN	CNTY	NP	1985	Acquisition	
Beaufort County	Beaufort Mgt, Inc.	Washington	Beaufort	Washington	Beaufort	CNTY	NP	1992	Managed	Still county owned; foundation created '94
Bertie Memorial Hosp.	BRIM Hosp Mgt	Windsor	Bertie	CHAIN	CHAIN	CNTY	NP	1991	Managed	Still county owned
Betsy Johnson	N/A	Dunn	Harnett	N/A	N/A	CITY	NP	1996	Convert	
Columbus County	Quorum	Whiteville	Columbus	CHAIN	CHAIN	CNTY	NP	1991	Lease	Considered sale; Quorum leases
Davie County	CarolinaMediCorp	Mocksville	Davie	CHAIN	CHAIN	CNTY	NP	1992	Lease	Carolina MediCorp
Pender Mem Hosp.	Quorum	Burgaw	Pender	CHAIN	CHAIN	CNTY	NP	1996	Lease/Man	
Stokes-Reynolds	NC Baptist Hospital	Danbury	Stokes	Winston-Sal	Forsyth	CNTY	NP	1991	Acquisition	
Wake Med Center	Wake County Hosp. System	Raleigh	Wake	Raleigh	Wake	CNTY	NP	1997	Convert	Columbia & Tenet wanted to buy; Board bought it
<b>County to For-Profit</b>										
Columbia Brunswick	Columbia/HCA	Supply	Brunswick	CHAIN	CHAIN	CNTY	FP	1995	Lease	Hospital county owned
Columbia Highsmith Rainey	Columbia/HCA	Fayetteville	Cumberland	CHAIN	CHAIN	CNTY	FP	1983	Acquisition	
Franklin Regional	HMA	Louisburg	Franklin	CHAIN	CHAIN	CNTY	FP	1986	Acquisition	
<b>County to District/Health Authority</b>										
Cleveland Reg Med Ctr	CMeck H Auth	Charlotte	Cleveland	Charlotte	Mecklenburg	NP	AUTH	1995	Lease	Close to owning via lease
<b>District/Health Authority to Not-for-Profit</b>										
Halifax Memorial	N/A	Roanoke Rapids	Halifax	N/A	N/A	DIST	NP	1992	Convert	
<b>Not-for-Profit to Not-for-Profit</b>										
Chatham County	Quorum	Siler City	Chatham	CHAIN	CHAIN	NP	NP	1988	Acquisition	Affiliated with UNC
Montgomery Mem	Moore Regional	Troy	Montgomery	Pinehurst	Moore	NP	NP	1995	Merger	
Roanoke/Chowan Hosp.	Pitt	Ahoskie	Hertford	Greenville	Pitt	NP	NP	1996	Merger/Lease	Deal "good for community"
Person County	Quorum	Roxboro	Person	CHAIN	CHAIN	NP	NP	?	Acquisition	
St. Joseph	Memorial Mission	Asheville	Buncombe	Asheville	Buncombe	NP	NP	1995	Merge	Merged with Memorial Mission
<b>Discrepancy Hospitals</b>										
Ashe Memorial*	Quorum	Jefferson	Ashe	CHAIN	CHAIN	NP	NP	6/85-8	Lease	
Anson County*	N/A	Widesboro	Anson			NP	CNTY	86-90	Convert	Never incorporated
Carteret General*	N/A	Morehead City	Carteret			NP	CNTY	86-90	Convert	AHA Tape 85=23, 90 & 95=13
Durham Regional*	N/A	Durham	Durham			NP	CNTY	86-90	Convert	AHA Tape 85=23, 90 & 95=13
Lenoir Memorial*	N/A	Kinston	Lenoir			NP	CNTY	91-95	Convert	AHA Tape 85 & 90=23, 95=13
New Hanover Regional*	N/A	Wilmington	New Hanover			NP	CITY	91-95	Convert	AHA Tape 85 & 90=23, 95=15
Pitt County Mem H*	N/A	Greenville	Pitt			CNTY	NP	Since	Convert	AHA Tape 85=23, 90 & 95=13 (considering NFP)
Sampson County*	N/A	Clinton	Sampson			NP	CNTY	91-95	Convert	AHA Tape 85 & 90=23, 95=13
Washington County*	N/A	Plymouth	Washington			NP	CNTY	86-90	Convert	AHA Tape 85=23, 90 & 95=13 (managed by Quorum)
Watauga County*	N/A	Boone	Watauga			CNTY	NP	91-95	Convert	AHA Tape 85=23 90=13 95=23 (considering NFP)

FP=For Profit; NFP=Not-for-Profit; CNTY=County; DIST=District Hospital; AUTH=Health Authority

NOTE: Figures compiled in May 1997 using following sources:

- [1] AHA Annual Survey data tapes for 1985, 1990 and 1995; conversions were identified by changes in the control variable between any of the years shown.
- [2] NC Center for Public Policy Research. Comparing the Performance of For-Profit and Not-for-Profit Hospitals in NC. Raleigh, NC, 1989.
- [3] Lambrew JM, Betts J. 1991. Rural Health Care in North Carolina: Unmet Needs, Unanswered Questions. NC Insight 1991; 13(3-4):67-76.
- [4] Phone interviews with Jim Hauge and Jeff Spade, NC Hospital Association, May 5, 1997, and phone calls to hospitals.

\* Hospitals shown indicated that they actually had not undergone a conversion even though AHA Annual Survey data showed them as undergoing a conversion during the date range specified.