



This Week in Primary Care The Who Owns Health Care Issue

In 2012, 60 percent of physicians owned their own practices. By 2022, that number had dropped to under **47 percent**. There are good reasons doctors sell their practices to hospitals, private equity firms, or other corporations, including letting someone else handle admin and billing and, of course, the potential to make more money. But working for a for-profit business can distort the incentives for doctors, particularly those in primary care.

PC4AA board member, Scott Conard, MD, has experienced this first hand. Read "**The Medical Swamp is Worse Than I Described It**" (below) to learn how the big hospital that bought his primary care practice didn't actually want the primary care doctors to make people healthy. Healthy patients are bad for business from the point of view of a hospital, which relies on sick people needing expensive treatments to remain profitable.*

The corporatization of health care is making us less healthy by prioritizing profits over people. At PC4AA we believe that communities should take back control of their health care, starting with primary care!

How bad can the corporatization of health care be for communities? Listen to PC4AA president Michael Fine, MD, discuss how corporate interests have hijacked healthcare on the **Broken Healthcare** podcast and read "**Who Should Own Americans' Health Care?**" to find out.

Then join our next **Teach-In/Learn-In** where we will share details about our newly released local playbook! Together we can bring primary care that values people over profit to every neighborhood and community!

If you want to dig deep into the corporatization of health care, sign up for the webinar series, "**The Corporate Transformation of Health Care**," from Georgetown's Center on Health Insurance Reforms. Details are below.



Primary care is a critical asset to improve the health of our communities, but is increasingly in crisis.

It is time for us to work together to take it back and have it serve us, the people, not large corporate interests using it as a way to suck profits out of the system and into their own pockets.

This guide is the blueprint for a movement to help reverse these trends, and help communities understand the issues and how to fight back and truly move towards primary care for all Americans.



Dr. Rushika Fernandopulle

Slow Aging and Delay Chronic Disease Development

The Medical Swamp is Worse Than I Described It



WILLIAM H BESTERMANN JR MD
FEB 13, 2025

So now you understand what a hospital CEO is most interested in protecting. They are most interested in protecting salaries that you and I can't even dream about. The CEO we have been discussing did what they all would do. The family doctor's preventive cardiology program saved lives, prevented tests and hospitalizations, and saved families and employers money. That was exactly the problem. It was a threat to the hospital system income stream, dominance, and control. Most of all, it was a threat to the CEO and his salary. His actions protected him and they protected the system and they put families like yours in danger.

*According to Conard, there are some non-critical inaccuracies in this article, but the larger points it makes about hospital ownership of his primary care practice are accurate. For example, "Three deaths in young men" was actually two women and one man; Conard did not build the practice from scratch, but joined a group of 343 clinicians that grew to 510; and Conard met with the chief strategy officer of the health system, not the CEO.

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[Read the Article](#)

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[Read the Article](#)



Teach-In/Learn-In

Tuesday, February 25

8:30pm EDT



Sara Pastoor



Matthew Libby



Central Falls, RI



Queens, NY



New Bedford, MA

HOW TO ORGANIZE A LOCAL WORKGROUP

Register Now!

bit.ly/howtoworkgroup

Join PC4AA for a
conversation about
making primary care
accessible for all!

Register Here

Listen to PC4AA president Michael Fine, MD, discuss how corporate interests have hijacked healthcare on the Broken Healthcare podcast!



[Listen to the Podcast](#)

JAMA Network

Viewpoint

February 12, 2025

Who Should Own Americans' Health Care?

Health reform debate has long focused on who gets coverage and how to pay practitioners and hospitals. Few have questioned who should own hospitals and other essential health care resources. The collapse of the 31-hospital Steward Health Care system, driven by its investor-owner's financial strategies, highlights the salience of proprietorship.

[Read the Article](#)

If you would like to dig deeper into the corporate transformation of health care, sign up for this **three-part webinar series** from Georgetown's Center on Health Insurance Reforms. (See the recoding of the first webinar [here](#).)

The Corporate *Transformation* of Health Care

Webinar 1: January 31 at 1:00 p.m. ET.

The Corporate Transformation of Health Care: What It Means for Patients and Providers

Elisabeth Rosenthal, Editor in Chief, Kaiser Health News
Patricia Kelmar, Senior Director, Health Care Campaigns, PIRG
Dr. Vicki Norton, President-Elect, American Academy of Emergency Medicine

Webinar 2: February 14 at 1:00 p.m. ET.

The Corporate Transformation of Health Care: What's Driving this Trend

Linda Blumberg, PhD, Research Professor, CHIR
Zirui Song, MD, PhD, Associate Professor of Health Care Policy, Harvard Medical School
Zack Cooper, Associate Professor of Public Health and Associate Professor of Economics, Yale School of Public Health
Stephen T. Parente, Professor of Finance and Minnesota Insurance Industry Chair of Health Finance and Associate Dean of the Carlson Global Institute

Webinar 3: February 28 at 1:00 p.m. ET.

The Corporate Transformation of Health Care: How Policymakers Can Curb Harmful Practices

Jane Beyer, Senior Health Policy Advisor, Washington State Office of the Insurance Commissioner
Evan Klein, Special Assistant, Legislative & Policy Affairs, Washington State Office of the Insurance Commissioner
Charles Miller, Director of Health and Economic Mobility Policy, Texas 2036
Meg Garrett Reed, Executive Director, Office of Affordable Health Care, State of Maine

[Register Now](#)

At our most recent Teach-In/Learn-In, Alison Warfel discussed how to sell the story of your community! If you missed it, you can watch here!



Watch Video

Become a Primary Care Champion!

We're excited to invite you to join us in making a meaningful difference in healthcare access for all Americans. By becoming a Primary Care Champion, you can support our vital work and help us create a healthier future for everyone.

Every contribution counts!

Together, we can drive impactful change in our communities.

Thank you for considering becoming a Primary Care Champion!

- Do you have a primary care story? Good or bad, **we want to hear it!**
- Follow PC4AA on **Instagram**, **Facebook**, and **LinkedIn!**

- We are looking for volunteers to work with our social media team! **Click here** if you are interested.
- Please **support PC4AA** in the fight for primary care for people, not for profit!

[Donate Now!](#)

HOW TO BOOST PC4AA ON SOCIALS!



[Link here to our socials and more!](#)

Each week we showcase how access to primary care makes people healthier, saves money, and can be the cornerstone of a healthcare system that puts people over profit. Was this newsletter forwarded to you? Do you believe in access to primary care for all Americans? **Click here to join our mailing list!**

[Invite a Friend to Join the Movement!](#)

Share Your Primary Care Story With Us!

Have you had an unfortunate experience trying to access primary care? A great experience with a primary care provider? Whether you are a patient, caretaker, or health care professional, we want to hear your story! How has access to primary care affected you and your family?

[Tell Us Your Story](#)

We may even ask you to share your story with our supporters in one of our Teach-In/Learn-Ins! You can watch Kristen's story for inspiration.



**Watch Recordings of All Our
Recent Teach-In/Learn-Ins**

[PC4AA Videos](#)

The PC4AA Website is now available in Spanish!

[PC4AA Español](#)

If this newsletter was forwarded to you and you believe in access to primary

care for all Americans, please join our mailing list!

Join Us!

Primary Care for All Americans | 8900 Van Wyck Expressway | Jamaica, NY 11418 US

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