



From Residents to Rural Owners: *A Real-World Roadmap*

Jessica N. Stevens, MD, Toria M. Knox, DO, and Jason K. Karimy, MD

August 27th, 2026

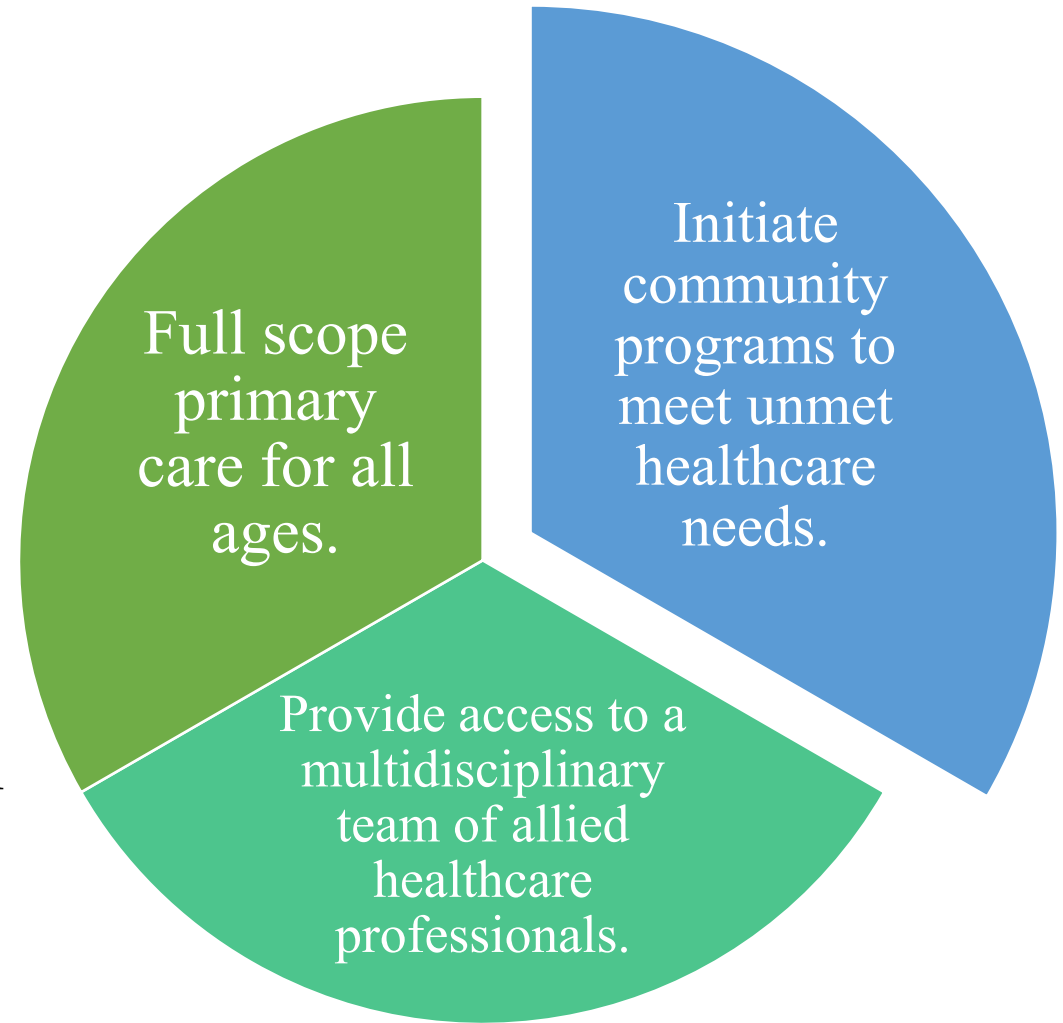
Seven Peaks Family Medicine

Who we are

Physician-owned rural family medicine clinic.

Private practice, Independent, unaffiliated, full-scope.*

Located in West Jefferson, North Carolina (Ashe County)



Our Journey



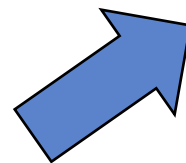
UNC
SCHOOL OF MEDICINE



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Frank H. Netter MD
School of Medicine

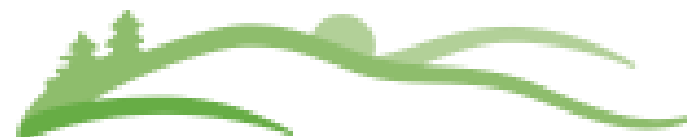
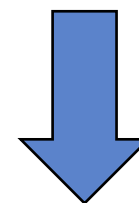


Edward Via College of
Osteopathic Medicine
VIRGINIA • CAROLINAS
AUBURN



**MAHEC
BOONE**

Rural Family Medicine Residency Program



MAHEC

Rural Medicine Fellowship

Our Training



Rural Family Medicine Residency Program



Structure



Then



Our Approach



Identify areas with health care shortages.



Partnership with CCPN.



Proforma and Business Plan.



Create a PLLC.



Purchase Land.



Design and build a clinic.

Identify areas with health care shortages.

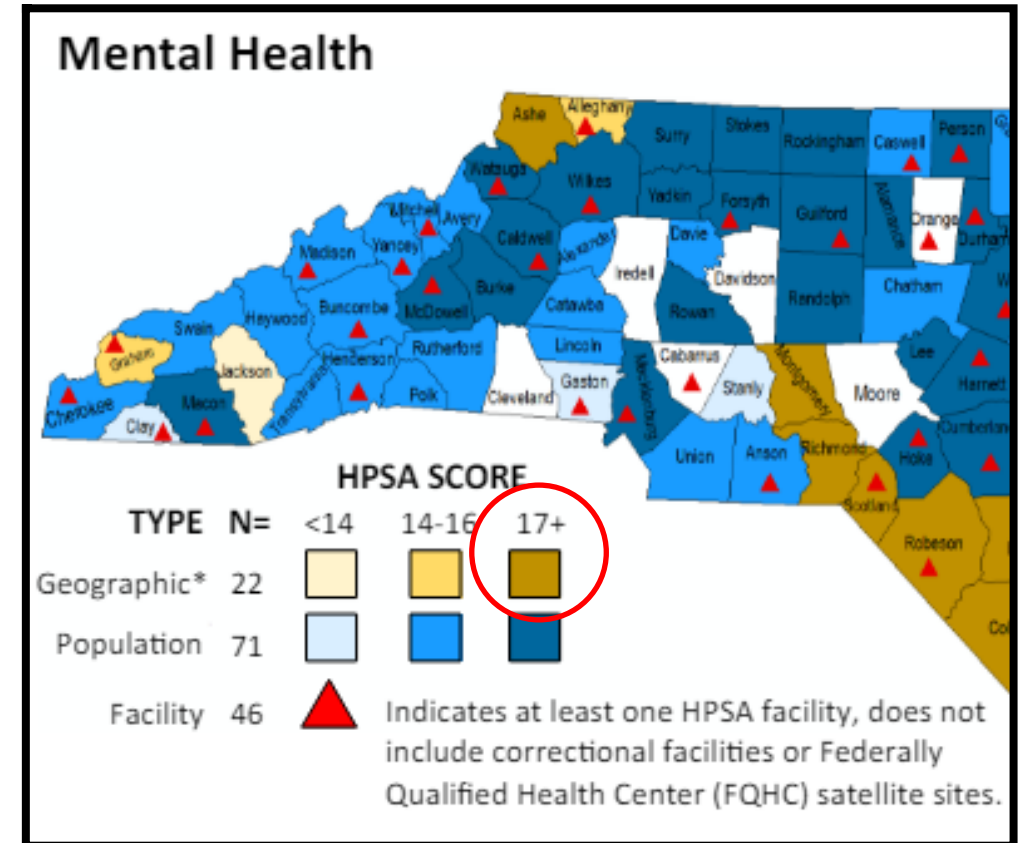
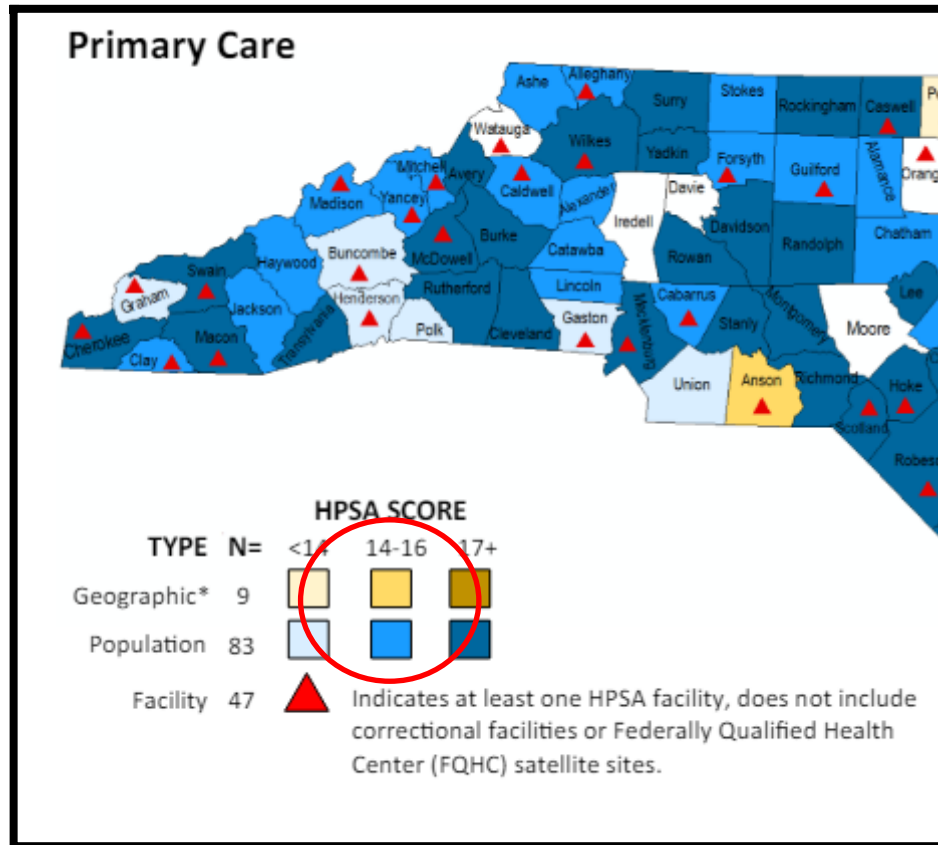
Ashe County

Total Physicians:

14 primary care doctors + 1 OB + 1 Pediatrician

Population

~30,000 people (and growing)



Our Mentors



Community Care
OF NORTH CAROLINA



Conrad L. Flick, MD

CCPN Co-President
Raleigh, NC
Family Medicine



L. Allen Dobson, Jr., MD

Mt. Pleasant, NC
Family Medicine



Tom Wroth, MD, MPH

CCNC BOM Ex-Officio
President & CEO
Community Care of North Carolina
President
North Carolina Community Care Networks



Creating a Proforma & Business Plan

Practice models

FQHC vs FQHC look-alike

RHC

Private practice

- Non-profit vs for profit

Alternative sources of funding

Income guarantee

Grants

Enhanced reimbursement

Loan agreement with CCNC

Seven Peaks Real Estate LLC

Should we Build or Lease?

Where should we locate our clinic?

What services do we want to provide?

Outsourcing labs to Labcorp vs in-house

XR? US?

Behavioral health

Social work

Nutrition services

OMT

Outpatient procedures



What we needed to learn

Services through CCNC

Selecting EHR

Equipment and Supply purchasing agreements

Developing clinic organizational documents

HR support

Training our practice manager

Credentialing with insurance

IT support



Groundbreaking May 29th, 2024



Progress



Ribbon Cutting: March 27th, 2025



Ribbon Cutting: March 27th, 2025



CHAPTER AFFAIRS

By Greg Griggs, MPA, CAE
NCAFP Executive Vice President and CEO

Independent Family Medicine Alive and Well in Rural North Carolina

On the last Saturday of March, I had the opportunity to make the beautiful drive from the Triangle to the mountains of western North Carolina and the rural communities in Ashe County. During the trip, I had the opportunity to visit not one but two independent Family Medicine practices owned by young family physicians serving the people of Jefferson and West Jefferson, NC.



Dr. Toria Knox, Office Manager Makenzie Presnell, and Dr. Jason Karimy.

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cutting on Ap

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Opening Day:
April 1st, 2025



Community



JOIN US FOR SEVEN PEAKS FAMILY MEDICINE'S

FALL FESTIVAL

Fundraiser

October 24th | 5PM - 7PM

FREE ENTRY-All donations go to our Giving Closet (new or lightly used clothes, baby food, canned foods, baby wipes, diapers) which are available for our patients in need.

BAKE SALE- FOOD TRUCK- FAIRY HAIR- BOUNCY HOUSE- GAMES- CANDY- PUMKIN CARVING

1109 MOUNT JEFFERSON RD, WEST JEFFERSON NC 28694

ASHE COUNTY YOUTH SPORTS PHYSICAL DAY

FOR AGES 4 (PRESCHOOL) — 6TH GRADE

FRIDAY, JULY 25, 2025

5:30 PM – 8:30 PM

SEVEN PEAKS

1109 MOUNT JEFFERSON ROAD
WEST JEFFERSON, NC 28694

DR. TORIA KNOX • DR. JESSICA STEVE
DR. JASON KARIMY

FREE EKGs available as needed
—courtesy of ASHE MEDICS

Get your young athlete ready for the season with a thorough sports physical in a supportive, youth-friendly environment.

OPEN TO ALL ASHE COUNTY YOUTH in preschool through 6th grade



 Seven Peaks Family Medicine
May 19 · 🌐

Seven Peaks team had a blast helping out at Heart of a Husky! 💜

Thankful for Ashe County community and all of the people it takes working behind the doors to make this event possible.



Clean Out Your Closet for a Cause



COMMUNITY CLOSET



Food Insecurity

Seven Peaks
Food Forest



N

LEGEND

Fruit Tree

Nut Tree

Raised/Annual Bed

Berry Bush

Pond

Path

**concept drawing only.
actual layout/details will
vary**



Considerations

Limiting Factors

- Business education and planning
- Startup costs and loan qualification
- Acquisition of real estate (geographic limitations)
- Establishment in tight-knit communities
- Local relationships
- Hiring qualified candidates
- **Insurance: credentialing, contracting and reimbursement delay**

Enabling Factors

- Local business relationships
- CCNC mentoring
- Small hospital relationship
- Committed staff
- Strong residency connections
- Patient appreciation and generosity
- Practice Manager Presnell

Where are we now?

3 Physicians

1 Psychiatry NP

1 Registered Dietician

3 Certified Medical Assistants

2 Administrative Staff

1 Practice Manager

Established Patients: 1700

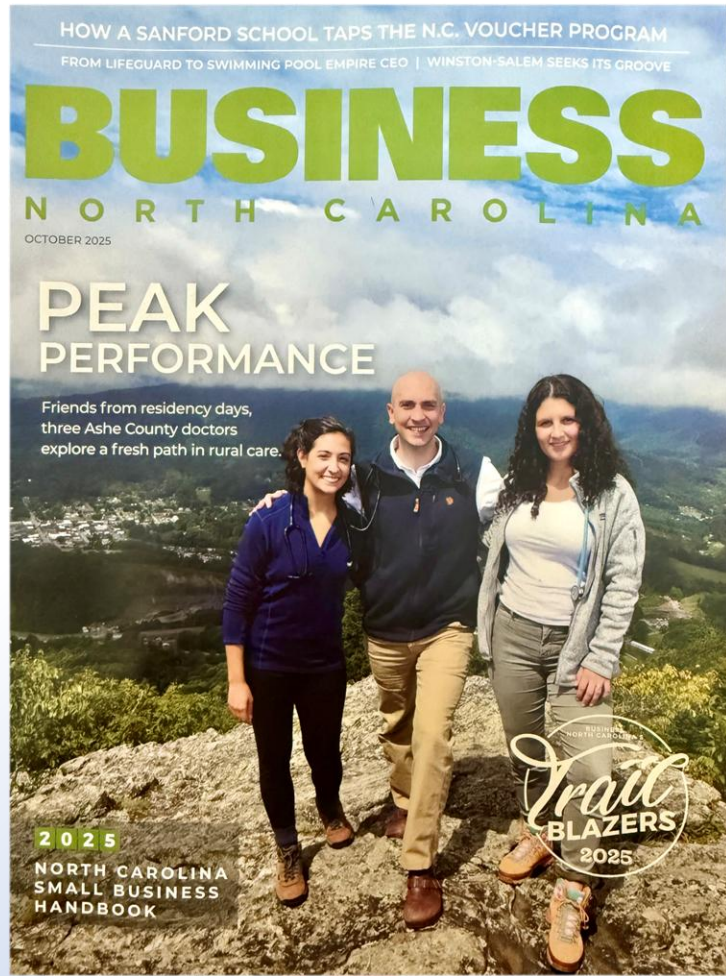
Physician visits: 6,453

Psych visits: 387

Dietetics: 29



Q&A Panel



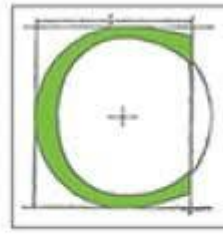
Questions

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1. What ultimately influenced your decision to practice in a rural community?
 2. What has been the most rewarding aspect of providing care in a rural setting?
 3. Looking back, what support or resources would have made your transition from residency into practice easier?
 4. What advice would you give current residents or new graduates who are considering a rural practice opportunity?
 5. How has your rural community influenced both your professional growth and your personal life?
 6. What misconceptions about rural practice would you most like to dispel?

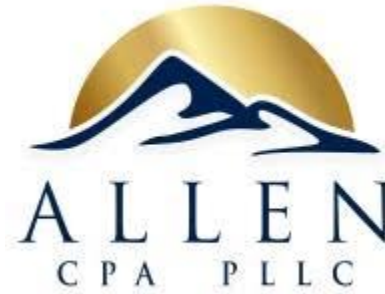
Our Network



COMMUNITY CARE
PHYSICIAN NETWORK



CAPUA LAW



AppHealthCare
Caring for our Community



Text

