

# Hospital Performance in Multihospital Systems: A Comparative Study of System and Independent Hospitals

Joseph S. Coyne

*Hospital costs and productivity in multihospital systems versus those of independent hospitals are a major source of debate among health care providers and researchers. Previous studies have shown system hospitals perform better than independent hospitals. The evidence, however, has been limited to only a few nonprofit systems.*

*To help fill this research gap, approximately 100 system hospitals from 14 systems and 4 ownership types are compared with approximately 50 independent hospitals using cost and productivity data from one year. The results show that system hospitals realize both significantly higher cost and higher productivity levels, except for county-owned facilities which have lower costs and insignificantly different productivity levels. Factors that help explain these results are discussed and directions for further research are suggested.*

With the increasing number and variety of multihospital systems, health care professionals have become interested in the impact of systems on hospital performance. The basic argument in support of systems is that system hospitals realize significant performance advantages over free-standing hospitals. However, the source of this support is more speculative than empirical. For example, Brown and Lewis contend that both medical and managerial advantages are realized through economies, quality and comprehensiveness of care, accessibility and administrative power [1]. Stull considers the advantages managerial rather than medical in nature [2]. Wegmiller points out that, in the future, systems will reduce

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