

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

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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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Table of Contents Multihospital Systems

1. Understanding the eBook Multihospital Systems
 - The Rise of Digital Reading Multihospital Systems
 - Advantages of eBooks Over Traditional Books
2. Identifying Multihospital Systems
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Multihospital Systems
 - User-Friendly Interface
4. Exploring eBook Recommendations from Multihospital Systems
 - Personalized Recommendations
 - Multihospital Systems User Reviews and Ratings
 - Multihospital Systems and Bestseller Lists

5. Accessing Multihospital Systems Free and Paid eBooks
 - Multihospital Systems Public Domain eBooks
 - Multihospital Systems eBook Subscription Services
 - Multihospital Systems Budget-Friendly Options
6. Navigating Multihospital Systems eBook Formats
 - ePub, PDF, MOBI, and More
 - Multihospital Systems Compatibility with Devices
 - Multihospital Systems Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Multihospital Systems
 - Highlighting and Note-Taking Multihospital Systems
 - Interactive Elements Multihospital Systems
8. Staying Engaged with Multihospital Systems
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Multihospital Systems
9. Balancing eBooks and Physical Books Multihospital Systems
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Multihospital Systems
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Multihospital Systems
 - Setting Reading Goals Multihospital Systems
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Multihospital Systems
 - Fact-Checking eBook Content of Multihospital Systems
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
- Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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