

# Ambulatory surgery center and general hospital competition: Entry decisions and strategic choices

Mona Al-Amin

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**Background:** General hospitals are consistently under pressure to control cost and improve quality. In addition to mounting payers' demands, hospitals operate under evolving market conditions that might threaten their survival. While hospitals traditionally were concerned mainly with competition from other hospitals, today's reimbursement schemes and entrepreneurial activities encouraged the proliferation of outpatient facilities such as ambulatory surgery centers (ASCs) that can jeopardize hospitals' survival.

**Purpose:** The purpose of this article was to examine the relationship between ASCs and general hospitals. More specifically, we apply the niche overlap theory to study the impact that competition between ASCs and general hospitals has on the survival chances of both of these organizational populations.

**Methodology:** Our analysis examined interpopulation competition in models of organizational mortality and market demand. We utilized Cox proportional hazard models to evaluate the impact of competition from each on ASC and hospital exit while controlling for market factors. We relied on two data sets collected and developed by Florida's Agency for Health Care Administration: outpatient facility licensure data and inpatient and outpatient surgical procedure data.

**Findings:** Although ASCs do tend to exit markets in which there are high levels of ASC competition, we found no evidence to suggest that ASC exit rates are affected by hospital density. On the other hand, hospitals not only tend to exit markets with high levels of hospital competition but also experience high exit rates in markets with high ASC density.

**Practice Implications:** The implications from our study differ for ASCs and hospitals. When making decisions about market entry, ASCs should choose their markets according to the following: demand for outpatient surgery, number of physicians who would practice in the surgery center, and the number of surgery centers that already exist in the market. Hospitals, on the other hand, should account for competition from ASCs while making market-entry decisions and while developing their strategic plans.

**Key words:** ambulatory surgery centers, competition, hospitals, niche overlap

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The health care environment has hardly ever been a stable one. This is not surprising given all the elements that exert pressure on health care organizations from different directions. Two of the main forces that have the highest impact on health care organizations, and hospitals specifically, are reimbursement schemes and competition. Although competition in the hospital industry has traditionally focused on hospitals in the same market, the past three decades have witnessed the emergence of new health care delivery organizational forms (Ruef, 2000), that is, populations, which compete with hospitals on the most profitable service lines. These populations have been steadily growing in number and include ambulatory surgery centers (ASCs), diagnostic imaging

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