

SUPPLEMENTARY DATA

Adult Patients Length of Stay

Predictors	Estimates	Length of Stay			Estimates	CI	p
		CI	p				
(Intercept)	196.791	190.423 – 203.158	<0.001	-277.496	-385.327 – - 169.666	<0.001	
Time	0.069	0.041 – 0.097	<0.001	0.033	-0.008 – 0.074	0.111	
Pilot	-2.455	-12.731 – 7.821	0.639	3.293	-13.297 – 19.884	0.697	
Time Post Pilot	0.178	0.115 – 0.241	<0.001	0.184	0.115 – 0.253	<0.001	
Procedures				-0.039	-11.610 – 11.532	0.995	
Investigations				20.017	13.552 – 26.482	<0.001	
Ambulance				0.879	0.068 – 1.689	0.034	
Patient Volume				1.977	1.529 – 2.425	<0.001	
Lag Occupancy				2.339	1.543 – 3.135	<0.001	
Age				0.83	-0.689 – 2.349	0.284	
Month 1				2.491	-10.468 – 15.450	0.706	
Month 2				4.971	-8.641 – 18.583	0.474	
Month 3				-11.072	-24.698 – 2.554	0.111	
Month 4				-0.946	-12.097 – 10.206	0.868	
Month 5				5.172	-9.887 – 20.231	0.5	
Month 6				-2.657	-16.760 – 11.447	0.712	
Month 7				-5.172	-18.200 – 7.857	0.436	
Month 8				-1.97	-13.720 – 9.779	0.742	
Month 9				0.311	-10.964 – 11.586	0.957	
Month 10				1	-9.818 – 11.818	0.856	
Month 11				4.712	-6.099 – 15.524	0.392	
Day 1				10.771	2.126 – 19.417	0.015	
Day 2				22.598	12.370 – 32.826	<0.001	
Day 3				15.896	7.386 – 24.407	<0.001	
Day 4				10.695	2.147 – 19.242	0.014	
Day 5				7.768	-1.005 – 16.541	0.083	
Day 6				4.279	-4.024 – 12.582	0.312	
Observations		639			639		
R2 / R2 adjusted		0.353 / 0.350			0.574 / 0.556		

Admitted Adult Patients Length of Stay

Predictors	Length of Stay					
	Estimates	CI	p	Estimates	CI	p
(Intercept)	254.36	243.649 – 265.072	< 0.001	-284.478	-444.719 – - 124.237	0.001
Time	0.117	0.070 – 0.164	< 0.001	0.052	-0.016 – 0.120	0.134
Pilot	-10.481	-27.767 – 6.805	0.234	3.744	-25.325 – 32.813	0.8
Time Post Pilot	0.4	0.294 – 0.507	< 0.001	0.339	0.218 – 0.460	< 0.001
Procedures				12.526	-2.238 – 27.289	0.096
Investigations				2.505	-6.082 – 11.092	0.567
Ambulance				0.299	-0.463 – 1.060	0.441
Patient Volume				2.209	1.484 – 2.933	< 0.001
Lag Occupancy				4.132	2.750 – 5.515	< 0.001
Age				0.174	-1.566 – 1.914	0.844
Month 1				15.288	-7.574 – 38.151	0.19
Month 2				10.116	-13.906 – 34.138	0.409
Month 3				-24.378	-48.046 – -0.710	0.044
Month 4				7.933	-11.725 – 27.590	0.428
Month 5				7.371	-18.806 – 33.549	0.58
Month 6				-12.233	-36.733 – 12.267	0.327
Month 7				-19.683	-41.891 – 2.524	0.082
Month 8				-11.939	-32.269 – 8.392	0.249
Month 9				-4.556	-24.049 – 14.938	0.646
Month 10				3.867	-14.901 – 22.634	0.686
Month 11				10.434	-8.227 – 29.095	0.273
Day 1				24.55	9.353 – 39.746	0.002
Day 2				51.191	33.523 – 68.858	< 0.001
Day 3				40.772	26.168 – 55.376	< 0.001
Day 4				27.922	13.503 – 42.341	< 0.001
Day 5				20.28	5.899 – 34.661	0.006
Day 6				12.442	-1.794 – 26.678	0.087
Observations		639			639	
R2 / R2 adjusted		0.407 / 0.404			0.567 / 0.549	

Discharged Adult Patients Length of Stay

Predictors	Length of Stay					
	Estimates	CI	p	Estimates	CI	p
(Intercept)	254.36	243.649 – 265.072	< 0.001	-284.478	-444.719 – – 124.237	0.001
Time	0.117	0.070 – 0.164	< 0.001	0.052	-0.016 – 0.120	0.134
Pilot	-10.481	-27.767 – 6.805	0.234	3.744	-25.325 – 32.813	0.8
Time Post Pilot	0.4	0.294 – 0.507	< 0.001	0.339	0.218 – 0.460	< 0.001
Procedures				12.526	-2.238 – 27.289	0.096
Investigations				2.505	-6.082 – 11.092	0.567
Ambulance				0.299	-0.463 – 1.060	0.441
Patient Volume				2.209	1.484 – 2.933	< 0.001
Lag Occupancy				4.132	2.750 – 5.515	< 0.001
Age				0.174	-1.566 – 1.914	0.844
Month 1				15.288	-7.574 – 38.151	0.19
Month 2				10.116	-13.906 – 34.138	0.409
Month 3				-24.378	-48.046 – -0.710	0.044
Month 4				7.933	-11.725 – 27.590	0.428
Month 5				7.371	-18.806 – 33.549	0.58
Month 6				-12.233	-36.733 – 12.267	0.327
Month 7				-19.683	-41.891 – 2.524	0.082
Month 8				-11.939	-32.269 – 8.392	0.249
Month 9				-4.556	-24.049 – 14.938	0.646
Month 10				3.867	-14.901 – 22.634	0.686
Month 11				10.434	-8.227 – 29.095	0.273
Day 1				24.55	9.353 – 39.746	0.002
Day 2				51.191	33.523 – 68.858	< 0.001
Day 3				40.772	26.168 – 55.376	< 0.001
Day 4				27.922	13.503 – 42.341	< 0.001
Day 5				20.28	5.899 – 34.661	0.006
Day 6				12.442	-1.794 – 26.678	0.087
Observations		639			639	
R2 / R2 adjusted		0.407 / 0.404			0.567 / 0.549	

Majors (Ambulant) Patients' Length of Stay

Predictors	Length of Stay					
	Estimates	CI	p	Estimates	CI	p
(Intercept)	216.988	210.126 – 223.850	< 0.001	-137.159	-234.768 – – 39.550	0.006
Time	0.062	0.032 – 0.092	< 0.001	0.029	-0.015 – 0.073	0.196
Pilot	1.8	-9.275 – 12.874	0.75	5.864	-12.487 – 24.215	0.531
Time Post Pilot	0.183	0.115 – 0.251	< 0.001	0.179	0.104 – 0.254	< 0.001
Procedures				7.628	-3.385 – 18.640	0.174
Investigations				7.459	2.400 – 12.519	0.004
Ambulance				0.707	0.118 – 1.295	0.019
Patient Volume				1.918	1.458 – 2.378	< 0.001
Lag Occupancy				1.807	0.940 – 2.675	< 0.001
Age				0.276	-0.824 – 1.376	0.622
Month 1				5.738	-8.554 – 20.031	0.431
Month 2				3.086	-11.893 – 18.064	0.686
Month 3				-13.767	-28.658 – 1.125	0.07
Month 4				-2.943	-15.200 – 9.315	0.637
Month 5				0.696	-15.727 – 17.118	0.934
Month 6				-8.754	-24.148 – 6.641	0.265
Month 7				-13.727	-27.660 – 0.205	0.053
Month 8				-2.009	-14.680 – 10.661	0.756
Month 9				-1.583	-13.725 – 10.558	0.798
Month 10				-1.212	-12.992 – 10.569	0.84
Month 11				4.059	-7.545 – 15.663	0.492
Day 1				9.501	0.077 – 18.925	0.048
Day 2				27.534	16.441 – 38.627	< 0.001
Day 3				24.902	15.934 – 33.870	< 0.001
Day 4				18.4	9.445 – 27.356	< 0.001
Day 5				18.026	8.967 – 27.085	< 0.001
Day 6				14.377	5.461 – 23.293	0.002
Observations		639			639	
R2 / R2 adjusted		0.338 / 0.335			0.541 / 0.521	

Admitted Majors (Ambulant) Patients' Length of Stay

Predictors	Length of Stay					
	Estimates	CI	p	Estimates	CI	p
(Intercept)	253.045	242.545 – 263.545	< 0.001	-221.646	-355.665 – - 87.626	0.001
Time	0.103	0.057 – 0.149	< 0.001	0.034	-0.031 – 0.100	0.3
Pilot	-4.835	-21.780 – 12.110	0.575	9.864	-18.598 – 38.326	0.496
Time Post Pilot	0.366	0.261 – 0.470	< 0.001	0.327	0.209 – 0.445	< 0.001
Procedures				16.37	4.051 – 28.688	0.009
Investigations				2.156	-4.728 – 9.040	0.539
Ambulance				0.331	-0.260 – 0.921	0.272
Patient Volume				1.925	1.302 – 2.548	< 0.001
Lag Occupancy				3.26	1.911 – 4.609	< 0.001
Age				0.526	-0.595 – 1.647	0.357
Month 1				20.817	-1.428 – 43.061	0.067
Month 2				14.312	-9.132 – 37.756	0.231
Month 3				-14.591	-37.542 – 8.359	0.212
Month 4				8.563	-10.479 – 27.605	0.378
Month 5				8.684	-16.745 – 34.113	0.503
Month 6				-8.845	-32.625 – 14.936	0.465
Month 7				-20.039	-41.483 – 1.406	0.067
Month 8				-7.866	-27.618 – 11.887	0.434
Month 9				-4.797	-23.752 – 14.158	0.619
Month 10				3.899	-14.450 – 22.247	0.677
Month 11				11.316	-6.761 – 29.394	0.219
Day 1				20.421	5.498 – 35.345	0.007
Day 2				45.441	28.170 – 62.712	< 0.001
Day 3				41.442	27.449 – 55.436	< 0.001
Day 4				23.814	9.946 – 37.683	0.001
Day 5				17.904	4.148 – 31.660	0.011
Day 6				12.324	-1.486 – 26.134	0.08
Observations		639			639	
R2 / R2 adjusted		0.388 / 0.386			0.556 / 0.537	

Discharged Majors (Ambulant) Patients' Length of Stay

Predictors	Length of Stay					
	Estimates	CI	p	Estimates	CI	p
(Intercept)	192.726	186.929 – 198.524	< 0.001	-85.539	-158.602 – – 12.476	0.022
Time	0.035	0.010 – 0.061	0.007	0.026	-0.012 – 0.064	0.177
Pilot	4.814	-4.542 – 14.170	0.313	4.096	-11.614 – 19.806	0.609
Time Post Pilot	0.155	0.097 – 0.213	< 0.001	0.14	0.076 – 0.204	< 0.001
Procedures				8.573	-0.057 – 17.202	0.052
Investigations				10.57	7.179 – 13.960	< 0.001
Ambulance				0.557	0.133 – 0.982	0.01
Patient Volume				1.437	1.068 – 1.807	< 0.001
Lag Occupancy				1.211	0.470 – 1.951	0.001
Age				0.103	-0.650 – 0.856	0.788
Month 1				-2.221	-14.461 – 10.019	0.722
Month 2				-1.531	-14.325 – 11.262	0.814
Month 3				-11.101	-23.855 – 1.652	0.088
Month 4				-9.407	-19.923 – 1.109	0.079
Month 5				-3.173	-17.283 – 10.936	0.659
Month 6				-9.053	-22.291 – 4.185	0.18
Month 7				-10.868	-22.871 – 1.136	0.076
Month 8				0.704	-10.136 – 11.543	0.899
Month 9				-0.496	-10.926 – 9.935	0.926
Month 10				-3.431	-13.492 – 6.630	0.503
Month 11				1.082	-8.798 – 10.962	0.83
Day 1				4.243	-3.773 – 12.259	0.299
Day 2				19.635	10.380 – 28.891	< 0.001
Day 3				14.147	6.578 – 21.716	< 0.001
Day 4				10.623	3.056 – 18.191	0.006
Day 5				14.404	6.693 – 22.115	< 0.001
Day 6				11.628	4.132 – 19.124	0.002
Observations		639			639	
R2 / R2 adjusted		0.304 / 0.300			0.501 / 0.480	

Majors (Trolley) Patients' Length of Stay

Predictors	Length of Stay					
	Estimates	CI	p	Estimates	CI	p
(Intercept)	245.955	234.830 – 257.080	<0.001	-372.193	-531.650 – -212.736	<0.001
Time	0.138	0.089 – 0.186	<0.001	0.076	0.005 – 0.148	0.037
Pilot	-15.006	-32.960 – 2.948	0.101	5.36	-25.671 – 36.391	0.735
Time Post Pilot Procedures	0.369	0.258 – 0.480	<0.001	0.296	0.168 – 0.424	<0.001
Investigations				14.973	1.352 – 28.595	0.031
Ambulance				5.199	-2.603 – 13.002	0.191
Patient Volume				109.496	22.953 – 196.039	0.013
Lag Occupancy				129.448	52.422 – 206.473	0.001
Age				4.323	2.856 – 5.790	<0.001
Month 1				0.197	-1.184 – 1.579	0.779
Month 2				9.547	-14.850 – 33.945	0.442
Month 3				10.7	-14.773 – 36.173	0.41
Month 4				-25.94	-51.200 – -0.681	0.044
Month 5				7.227	-13.794 – 28.247	0.5
Month 6				8.039	-20.149 – 36.226	0.576
Month 7				-12.568	-38.878 – 13.743	0.349
Month 8				-18.151	-42.171 – 5.869	0.138
Month 9				-11.282	-33.290 – 10.725	0.314
Month 10				1.781	-19.231 – 22.792	0.868
Month 11				6.812	-13.198 – 26.822	0.504
Day 1				10.79	-8.801 – 30.381	0.28
Day 2				25.586	9.627 – 41.545	0.002
Day 3				60.968	43.054 – 78.881	<0.001
Day 4				41.339	26.326 – 56.353	<0.001
Day 5				26.534	11.491 – 41.577	0.001
Day 6				21.696	6.702 – 36.691	0.005
Observations		639		10.962	-3.732 – 25.656	0.143
R2 / R2 adjusted		0.384 / 0.381			639	
					0.527 / 0.507	

Admitted Majors (Trolley) Patients' Length of Stay

Predictors	Length of Stay					
	Estimates	CI	p	Estimates	CI	p
(Intercept)	257.066	244.368 – 269.765	<0.001	-397.459	-583.656 – – 211.263	<0.001
Time	0.148	0.092 – 0.203	<0.001	0.092	0.010 – 0.173	0.028
Pilot	-16.17	-36.663 – 4.323	0.122	0.343	-35.102 – 35.787	0.985
Time Post Pilot	0.419	0.292 – 0.545	<0.001	0.355	0.209 – 0.500	<0.001
Procedures				12.042	-1.299 – 25.383	0.077
Investigations				6.114	-2.415 – 14.643	0.16
Ambulance				0.953	0.004 – 1.903	0.049
Patient Volume				1.435	0.620 – 2.251	0.001
Lag Occupancy				5.01	3.331 – 6.689	<0.001
Age				-0.198	-1.676 – 1.280	0.793
Month 1				13.956	-13.841 – 41.753	0.325
Month 2				14.498	-14.539 – 43.536	0.327
Month 3				-29.595	-58.312 – – 0.879	0.043
Month 4				11.352	-12.679 – 35.383	0.354
Month 5				12.606	-19.476 – 44.688	0.441
Month 6				-13.94	-43.874 – 15.995	0.361
Month 7				-17.116	-44.291 – 10.059	0.217
Month 8				-11.658	-36.814 – 13.499	0.363
Month 9				0.155	-23.730 – 24.040	0.99
Month 10				6.931	-15.732 – 29.594	0.548
Month 11				12.577	-9.692 – 34.846	0.268
Day 1				30.149	11.859 – 48.439	0.001
Day 2				71.964	51.851 – 92.076	<0.001
Day 3				48.759	31.738 – 65.779	<0.001
Day 4				33.535	16.527 – 50.543	<0.001
Day 5				25.559	8.612 – 42.506	0.003
Day 6				14.167	-2.666 – 31.001	0.099
Observations		639			639	
R2 / R2 adjusted		0.370 / 0.367			0.515 / 0.495	

Discharged Majors (Trolley) Patients' Length of Stay

Predictors	Length of Stay			Estimates	CI	p
	Estimates	CI	p			
(Intercept)	217.988	208.331 – 227.646	< 0.001	-104.21	-215.320 – 6.901	0.066
Time	0.087	0.045 – 0.129	< 0.001	0.061	-0.003 – 0.125	0.061
Pilot	-2.689	-18.274 – 12.896	0.735	10.179	-17.988 – 38.346	0.478
Time Post Pilot	0.234	0.138 – 0.330	< 0.001	0.145	0.029 – 0.260	0.014
Procedures				16.88	8.463 – 25.296	< 0.001
Investigations				5.848	2.388 – 9.308	0.001
Ambulance				0.234	-0.134 – 0.602	0.212
Patient Volume				-0.13	-0.629 – 0.369	0.609
Lag Occupancy				2.6	1.271 – 3.930	< 0.001
Age				0.484	-0.102 – 1.071	0.106
Month 1				1.448	-20.737 – 23.634	0.898
Month 2				0.942	-22.140 – 24.024	0.936
Month 3				-15.128	-37.841 – 7.586	0.191
Month 4				-2.987	-21.825 – 15.852	0.756
Month 5				0.541	-24.756 – 25.837	0.967
Month 6				-4.157	-27.822 – 19.508	0.73
Month 7				-14.793	-36.375 – 6.790	0.179
Month 8				-10.312	-29.845 – 9.221	0.3
Month 9				1.374	-17.455 – 20.203	0.886
Month 10				11.24	-6.791 – 29.271	0.221
Month 11				8.662	-8.965 – 26.289	0.335
Day 1				15.119	0.695 – 29.543	0.04
Day 2				32.309	16.444 – 48.174	< 0.001
Day 3				19.887	6.346 – 33.428	0.004
Day 4				5.684	-7.988 – 19.356	0.415
Day 5				9.816	-3.712 – 23.345	0.155
Day 6				-0.157	-13.427 – 13.113	0.981
Observations		639			639	
R2 / R2 adjusted		0.286 / 0.283			0.402 / 0.376	

Minors Patients' Length of Stay

Predictors	Estimates	Length of Stay			Estimates	CI	p
		CI	p				
(Intercept)	146.522	141.827 – 151.217	< 0.001	-50.073	-117.428 – 17.282	0.145	
Time	0.019	-0.002 – 0.039	0.072	0.004	-0.027 – 0.036	0.784	
Pilot	8.432	0.856 – 16.009	0.029	0.498	-12.755 – 13.751	0.941	
Time Post Pilot	0.034	-0.012 – 0.081	0.148	0.081	0.025 – 0.137	0.005	
Procedures				5.417	-1.816 – 12.649	0.142	
Investigations				23.048	16.521 – 29.574	< 0.001	
Ambulance				54.842	-14.114 – 123.798	0.119	
Patient Volume				92.976	62.104 – 123.848	< 0.001	
Lag Occupancy				1.128	0.492 – 1.764	0.001	
Age				0.172	-0.605 – 0.949	0.663	
Month 1				2.92	-7.458 – 13.299	0.581	
Month 2				6.69	-4.137 – 17.516	0.225	
Month 3				7.89	-2.821 – 18.601	0.149	
Month 4				0.184	-8.629 – 8.997	0.967	
Month 5				8.903	-2.909 – 20.715	0.139	
Month 6				10.616	-0.462 – 21.693	0.06	
Month 7				11.01	0.941 – 21.079	0.032	
Month 8				3.153	-6.003 – 12.309	0.499	
Month 9				1.666	-7.177 – 10.508	0.712	
Month 10				1.773	-6.715 – 10.261	0.682	
Month 11				6.402	-2.139 – 14.944	0.142	
Day 1				-0.861	-7.764 – 6.041	0.806	
Day 2				10.245	2.508 – 17.981	0.01	
Day 3				2.946	-3.413 – 9.305	0.363	
Day 4				2.409	-3.877 – 8.694	0.452	
Day 5				2.55	-3.722 – 8.822	0.425	
Day 6				-1.599	-7.905 – 4.706	0.619	
Observations		639			639		
R2 / R2 adjusted		0.140 / 0.136			0.334 / 0.306		

Admitted Minors Patients' Length of Stay

Predictors	Length of Stay					
	Estimates	CI	p	Estimates	CI	p
(Intercept)	242.39	231.182 – 253.598	<0.001	-95.638	-219.717 – 28.441	0.131
Time	0.043	-0.007 – 0.092	0.09	0.038	-0.036 – 0.112	0.316
Pilot	-0.982	-19.093 – 17.129	0.915	-1.533	-34.239 – 31.172	0.927
Time Post Pilot	0.264	0.152 – 0.376	<0.001	0.263	0.128 – 0.398	<0.001
Procedures				-0.09	-6.382 – 6.201	0.978
Investigations				5.737	2.853 – 8.622	<0.001
Ambulance				0.069	-0.193 – 0.330	0.607
Patient Volume				-0.038	-0.407 – 0.331	0.841
Lag Occupancy				3.076	1.525 – 4.626	<0.001
Age				0.778	0.331 – 1.226	0.001
Month 1				34.586	9.157 – 60.014	0.008
Month 2				11.55	-15.042 – 38.141	0.394
Month 3				0.671	-25.211 – 26.553	0.959
Month 4				20.428	-1.287 – 42.143	0.065
Month 5				18.202	-11.092 – 47.497	0.223
Month 6				10.87	-16.325 – 38.066	0.433
Month 7				16.681	-7.855 – 41.216	0.182
Month 8				4.481	-17.964 – 26.926	0.695
Month 9				1.272	-20.464 – 23.008	0.909
Month 10				13.215	-7.549 – 33.980	0.212
Month 11				29.608	9.299 – 49.917	0.004
Day 1				14.322	-2.617 – 31.261	0.097
Day 2				44.722	26.365 – 63.078	<0.001
Day 3				24.41	8.804 – 40.016	0.002
Day 4				22.302	6.775 – 37.830	0.005
Day 5				22.982	7.368 – 38.595	0.004
Day 6				15.892	0.355 – 31.428	0.045
Observations		638			638	
R2 / R2 adjusted		0.174 / 0.170			0.305 / 0.275	

Discharged Minors Patients' Length of Stay

Predictors	Length of Stay					
	Estimates	CI	p	Estimates	CI	p
(Intercept)	139.984	135.405 – 144.563	<0.001	-12.963	-78.673 – 52.746	0.699
Time	0.012	-0.008 – 0.032	0.233	0.005	-0.026 – 0.036	0.754
Pilot	10.639	3.249 – 18.028	0.005	0.221	-12.869 – 13.312	0.974
Time Post Pilot	0.021	-0.024 – 0.067	0.362	0.068	0.012 – 0.124	0.017
Procedures				5.274	-1.670 – 12.217	0.136
Investigations				22.908	15.745 – 30.070	<0.001
Ambulance				0.556	-0.147 – 1.259	0.121
Patient Volume				0.945	0.641 – 1.249	<0.001
Lag Occupancy				0.849	0.220 – 1.479	0.008
Age				-0.173	-0.918 – 0.572	0.649
Month 1				0.561	-9.690 – 10.812	0.914
Month 2				6.782	-3.927 – 17.492	0.214
Month 3				7.709	-2.881 – 18.298	0.153
Month 4				-0.549	-9.266 – 8.168	0.902
Month 5				8.759	-2.881 – 20.399	0.14
Month 6				10.85	-0.065 – 21.764	0.051
Month 7				10.84	0.937 – 20.743	0.032
Month 8				3.443	-5.570 – 12.456	0.453
Month 9				1.714	-6.991 – 10.420	0.699
Month 10				1.503	-6.860 – 9.867	0.724
Month 11				4.229	-4.212 – 12.671	0.326
Day 1				-2.168	-8.970 – 4.634	0.532
Day 2				7.697	0.051 – 15.343	0.048
Day 3				1.497	-4.795 – 7.789	0.64
Day 4				0.772	-5.428 – 6.973	0.807
Day 5				1.522	-4.671 – 7.715	0.63
Day 6				-2.225	-8.420 – 3.970	0.481
Observations		639			639	
R2 / R2 adjusted		0.121 / 0.117			0.302 / 0.272	

Conversion Rate Majors (Trolley) Patients

Predictors	Conversion Rate					
	Estimates	CI	p	Estimates	CI	p
(Intercept)	0.719	0.707 – 0.732	< 0.001	0.163	-0.010 – 0.335	0.065
Time	0	0.000 – 0.000	< 0.001	0	-0.000 – 0.000	0.291
Pilot	-0.035	-0.054 – -0.015	0.001	-0.009	-0.042 – 0.025	0.611
Time Post Pilot	0	-0.000 – 0.000	0.122	0	-0.000 – 0.000	0.223
Procedures				0.022	0.007 – 0.037	0.004
Investigations				0.016	0.007 – 0.024	< 0.001
Ambulance				0.025	-0.069 – 0.119	0.596
Patient Volume				-0.038	-0.122 – 0.045	0.369
Lag Occupancy				-0.002	-0.003 – -0.000	0.026
Age				0.007	0.006 – 0.009	< 0.001
Month 1				0.026	-0.001 – 0.052	0.057
Month 2				0.042	0.015 – 0.070	0.003
Month 3				0.04	0.013 – 0.068	0.004
Month 4				0.023	0.000 – 0.046	0.047
Month 5				0.023	-0.008 – 0.053	0.143
Month 6				0.017	-0.011 – 0.046	0.234
Month 7				0.023	-0.004 – 0.049	0.09
Month 8				0.021	-0.003 – 0.045	0.089
Month 9				0.028	0.005 – 0.051	0.016
Month 10				0.013	-0.008 – 0.035	0.223
Month 11				0.012	-0.009 – 0.033	0.274
Day 1				-0.007	-0.024 – 0.010	0.429
Day 2				0.006	-0.013 – 0.026	0.521
Day 3				-0.004	-0.020 – 0.012	0.634
Day 4				-0.006	-0.022 – 0.010	0.479
Day 5				0.001	-0.015 – 0.017	0.92
Day 6				0.018	0.002 – 0.034	0.03
Observations			639			639
R2 / R2 adjusted			0.033 / 0.029			0.283 / 0.252

Conversion Rate Minors Patients

Predictors	Conversion Rate					
	Estimates	CI	p	Estimates	CI	p
(Intercept)	0.064	0.059 – 0.070	< 0.001	0.015	-0.062 – 0.093	0.698
Time	0	0.000 – 0.000	< 0.001	0	-0.000 – 0.000	0.368
Pilot	-0.011	-0.019 – -0.002	0.015	-0.004	-0.019 – 0.012	0.651
Time Post Pilot	0	-0.000 – -0.000	0.016	0	-0.000 – 0.000	0.119
Procedures				0.004	-0.004 – 0.013	0.291
Investigations				0.037	0.029 – 0.044	< 0.001
Ambulance				0.084	0.004 – 0.163	0.038
Patient Volume				0.003	-0.032 – 0.039	0.859
Lag Occupancy				0	-0.001 – 0.001	0.558
Age				0	-0.001 – 0.001	0.454
Month 1				0	-0.012 – 0.012	0.965
Month 2				0	-0.012 – 0.013	0.977
Month 3				0.003	-0.009 – 0.015	0.618
Month 4				-0.006	-0.016 – 0.004	0.234
Month 5				-0.007	-0.020 – 0.007	0.33
Month 6				-0.008	-0.021 – 0.005	0.214
Month 7				-0.011	-0.022 – 0.001	0.075
Month 8				-0.009	-0.019 – 0.002	0.111
Month 9				-0.01	-0.020 – 0.001	0.063
Month 10				-0.015	-0.025 – -0.005	0.002
Month 11				-0.006	-0.016 – 0.004	0.248
Day 1				-0.006	-0.014 – 0.002	0.121
Day 2				-0.006	-0.015 – 0.003	0.2
Day 3				-0.007	-0.014 – 0.000	0.067
Day 4				-0.001	-0.009 – 0.006	0.726
Day 5				-0.006	-0.014 – 0.001	0.078
Day 6				-0.001	-0.009 – 0.006	0.701
Observations			639			639
R2 / R2 adjusted			0.029 / 0.025			0.235 / 0.203

Estimations Table

Source	Post Intervention Estimate	Pre Intervention Estimate	Estimated Difference	Estimated Difference 95% CI	Estimated Proportional Change	Proportional Change 95% CI
Daily Average LoS	261.88 min	221.93 min	39.94 min	(18.45, 61.44)	18.00%	(9.78%, 26.22%)
Daily Average LoS - Admitted	387.23 min	315.99 min	71.24 min	(33.54, 108.93)	22.54%	(12.05%, 33.04%)
Daily Average LoS - Discharged	203.31 min	179.61 min	23.69 min	(6.96, 40.42)	13.19%	(5.60%, 20.79%)
Ambulance Handover	16.50 min	16.23 min	0.27 min	(-0.88, 1.41)	1.65%	(-3.52%, 6.82%)
Daily Average LoS - Ambulant	291.08 min	249.61 min	41.47 min	(17.84, 65.1)	16.61%	(8.58%, 24.65%)
Daily Average LoS - Trolley	371.61 min	307.33 min	64.27 min	(24.25, 104.29)	20.91%	(9.58%, 32.25%)

Daily Average LoS - Minors	182.76 min	166.11 min	16.64 min	(-0.66, 33.95)	10.02%	(1.8%, 18.24%)
Daily Average LoS - Older	345.15 min	281.78 min	63.37 min	(29.81, 96.93)	22.49%	(12.04%, 32.94%)
Daily Average LoS - Not Older	240.46 min	208.79 min	31.67 min	(13.01, 50.32)	15.17%	(7.82%, 22.51%)
Spending Twelve Hours in ED	3.58%	1.61%	1.97	(0.12, 3.83)	122.68%	(-65.70%, 311.06%)
Conversion Rate	31.02%	35.07%	-4.05	(-6.30, -1.80)	-11.55%	(-15.72%, -7.38%)
Daily Conversion Rate	31.36%	38.42%	-7.06	(-11.06, -3.05)	-18.37%	(-24.74%, -11.99%)
Zero- & One-Day Conversion Rate	12.42%	18.29%	-5.88	(-9.23, -2.53)	-32.13%	(-41.90%, -22.36%)
Self-Discharged Rate	4.41%	3.37%	1.04	(-0.03, 2.11)	30.64%	(0.46%, 60.82%)

Data Information

Emergency Department	
Age	Patient's age
Gender	M/F
Mode	Mode of arrival
Procedures	Total number of procedures
Investigations	Total number of investigations
Area	Patient category
Arrival	Arrival at the Emergency Department
Initial Assessment	Time of initial triage
Initial Medical Assessment	Time first seen by a Doctor
Departure	Time of Discharge or Admission to the hospital

Hospital	
Age	Patient's age
Gender	M/F
Arrival	Time of admission to the hospital
Departure	Time of Discharge from the hospital
Spell LoS	Zero-day, one-day, or two-plus-days

Matching Data

The ED and the hospital data sets do not have a common patient identifier. However, we were able to match 54,133 (80.9%) admitted patients from the ED dataset with the hospital admissions dataset using the patients' age and gender information, and a six-hour time window between departure from the ED and admission to the hospital, assuming no patients arrive to the ED after they were admitted to the hospital. Matching the data gave us additional patient information for admitted patients, in particular, the patient's length of stay in the hospital. The matched dataset was only used for regressions where the outcome variable were short-stay admissions.