

Aim

Primary Drivers

Secondary Drivers

Change Concepts

Change Ideas

Optimise Flow, Demand and Capacity

Shape or Reduce Demand

Match Capacity and Demand

Redesign the System

Patient Choice

Rework

Step-Down

Unplanned Care

Preventable Harm

Data-Driven Operational Management

Demand & Capacity Management Processes

Whole Patient Journey

Complex Needs

Synchronize

Schedule into multiple processes

Minimize handoffs

Move steps in the process closer together

Find and remove bottlenecks

Use automation

Smooth workflow

Do tasks in parallel

Use multiple processing units

Adjust to peak demand

Use a coordinator

Reduce set up or start up time

Change the order of steps

Optimize maintenance

Provide care (what care and where) in accordance with patients wishes

Prevent re-admissions/re-referrals

Relocate low acuity care to step down services

Reduce unplanned visits and hospital admissions

Reduce preventable harm

Utilise a data-driven operational management system for care pathway wide patient flow

Utilise real time demand and capacity management processes

Improve efficiencies, length of stay and throughput along the patient journey

Improve efficiency and coordination of hospital discharge/step down processes

Reduce length of stay for patients with complex needs

Adapted from: Rutherford PA, Anderson A, Kotagal UR, Luther K, Provost LP, Ryckman FC, Taylor J. Achieving Hospital-wide Patient Flow (Second Edition). IHI White Paper. Boston, Massachusetts: Institute for Healthcare Improvement; 2020. (Available at [www.ihl.org](http://www.ihl.org/resources/Pages/IHIWhitePapers/Achieving-Hospital-wide-Patient-Flow.aspx))

