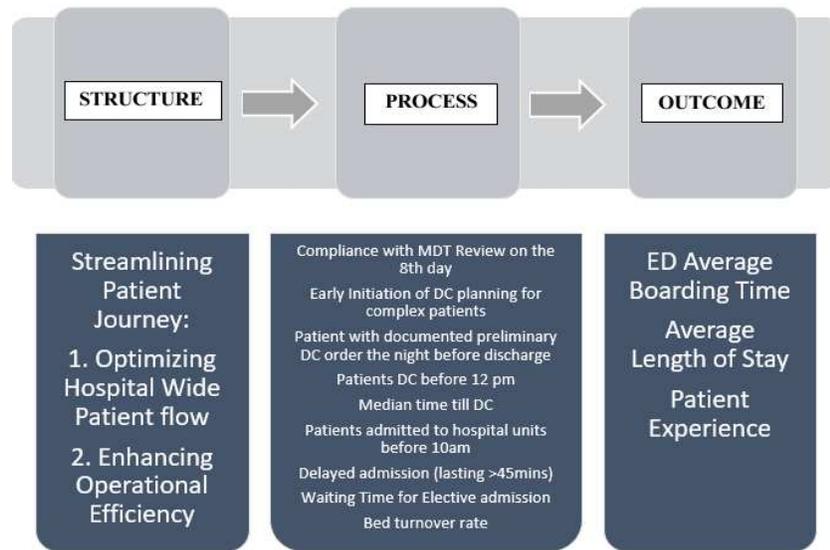


Supplementary table 1 Study measures and baseline data

Measure Type	Indicator	Description	Frequency	Baseline data
Process	Compliance with MDT review on the 8 th day (%)	no. of currently admitted 7-day outliers documented by MDT / total no. of currently admitted patients exceeding 7 days	Weekly	0% (September 2019)
	Early discharge planning for complex patients (%)	no. of complex patients with documented preliminary discharge plan night before discharge / total no. of admitted patients indicated for early discharge planning	Weekly	19.7% (September 2019)
	Patients with documented preliminary discharge order the night before discharge (%)	Total no. of patients with preliminary discharge orders the night before discharge / total no. of patients indicated for discharge	Weekly	0% (September 2019)
	Patients discharged before 12 pm (%)	no. of inpatients discharged before 12 pm / total no. of discharges	Weekly	32% (December 2019)
	Median time till discharge	Median time (in minutes) from physician discharge order till patient physically leaving the bed	Weekly	212 minutes (October 2019)
	Patients admitted to hospital units before 10 am (%)	no. of elective admissions being admitted to hospital units before 10 am / total no. of patients scheduled for elective admission	Weekly	19% September 2021
	Delayed admissions (lasting >45 minutes) (%)	median time from patient arrival at admission office till patient admission to ward / total no. of elective admissions	Weekly	10% (September 2021)
	Waiting time for elective admission	Median time (in hours) from patient addition on elective admission waiting list till actual admission	Weekly	6 days (September 2021)
	Bed turnover rate	no. of discharges (including deaths) in a given time period / no. of beds in the hospital during same period	Weekly	0.57 (September 2019)
	Outcome	Average hospital LOS	Total no. of discharge days / total discharges during same period	Weekly
ED Boarding time		Sum of ED boarding time (in hours) of all patients admitted through ED / no. of patients who were admitted through ED during same period	Weekly	11.9 hours (January 2019)
Patient Experience		Data provided by Press Ganey [§]	Annually	Admission 85.1% (2019) Discharge 83.2% (2019)
Balancing	Hospital readmission within 30 days	no. of discharged patients readmitted to hospital within 30 days / no. of patients discharged from hospital	Weekly Quarterly	7.5% (September 2019)
	Hospital mortality rate	Total no. of inpatient deaths (including newborns) / total number of discharges (including death and newborns) * 100	Quarterly	2.5% (September 2019)
	Hospital-acquired infection rate	Total no. of HAI episodes in all clinical departments in a certain period / total no. of patient days for patients admitted into hospital in the same period * 1000	Quarterly	1.8% (September 2019)

[§] A third-party company commissioned by Ministry of Defence Health Division to acquire and analyse patient experience data. ED, emergency department; HAI, Hospital-acquired infection; LOS, length of stay; MDT, multidisciplinary team



Supplementary figure 1 Donabedian Structure-Process-Outcome (SPO) framework
DC, discharge; ED, Emergency Department; MDT, multidisciplinary team