

Facilitating Patient Flow

Data to monitor performance & assist planning

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27th February 2014



SES LHD Business Intelligence
& Efficiency Unit



Health

South Eastern Sydney
Local Health District

Overview

1. The Business Intelligence & Efficiency Unit (BIEU)
 - Role & function
 - SPaRC: our platform for providing data
2. Framework of information
 - Board/ Organisation / Sector
3. Data Utilisation & Operational Agility

The Business Intelligence & Efficiency Unit (BIEU)

- leads and manages the development, implementation and monitoring of organisational performance measurement systems, business intelligence tools and reports.
- Provide high quality, reliable, timely and accurate performance information for the organisation – be the source of ‘truth.
- Develop and implement analytical tools to assist the organisations’ business processes and decisions including investment, development of models of care and efficiency strategies.
- Develop user friendly systems and tools that enable users to access and use information for their service easily.
- Engage in organisational processes to Value-add and assist in change management processes.

Data for Board & whole Organisation

- Purpose:
 - Performance in respect to target and agreed trajectories
 - Required performance
- Types of data formats: Reports & Dashboard
- How is it used?:
 - LHD Performance meetings with Sectors
 - LHD Committees including Access & Demand



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SES SPaRC
SES Standard Performance and Reporting Collaboration
Find a Report

- Standard Reports**
- Patient Safety**
 - Patient Safety KPI Reports
 - Hand Hygiene Database
 - IIMS Notification
 - Performance**
 - Performance Reports
 - Key Performance Indicators
 - Service Agreements
 - Clinical Activity**
 - Medicine
 - Surgery/Wait List/Theatre
 - Inpatient Activity
 - Sub-acute Care
 - Non-admitted Patients
 - Mental Health
 - Other Clinical Services
 - Population Statistics**
 - Health Status
 - Activity Based Funding**
 - Activity Based Funding
 - Revenue
 - Costing
 - Corporate Services**
 - Learning & Development
 - Dashboards**
 - KPI Report Builder
 - Patient Fees Revenue
 - Daily Emergency Access
 - Weekly Emergency Access
 - Weekly Access

SES SPaRC is an online report hosting site. Most of the reports in SPaRC are dynamically generated with data from the main health data warehouse.

The reports are organised by categories and sub-categories on the left menu. Report search function is available to assist you in finding the report/s easily.

A unique ID is assigned to each report according to category and speciality or service:

Category	ID
Patient Safety	A
Performance	B
Clinical Activity	C
Population Statistics	D
Activity Based Funding	E
Corporate Services	F
Data Integrity	G

Specialty / Service	ID
Multiple Services / KPIs	0001-1000
ED/Critical Care	1001-1500
Medicine	1501-2000
Surgery/Wait List/Theatre	2001-2500
Inpatient Activity	2501-3000
Sub-acute Care	3001-3500
Non-admitted Patients	3501-4000
Mental Health	4001-4500
Other Clinical Services	4501-5000
Finance	5001-5500
WorkForce	5501-6000
Population Health	6001-6500
IIMS/Hand Hygiene/HAI	6501-7000

Data collections are uploaded to the data warehouse at various frequencies, depending on the type of data. For example, emergency data is uploaded once a week and made available for reports on Wednesdays, and inpatient data is uploaded every day for major facilities. You can check data availability, from the right menu, before running reports.

For data definitions, please check the last page of each report or click on the 'Definitions' link on the right menu.

There are several 'secured' reports that contain confidential / identifiable information. Only authorised users have access to these reports. If you wish to access one of these 'secured' reports, you will need to go through an appropriate approval procedure. An application form with instruction is available by clicking on 'Forms' on the right menu.

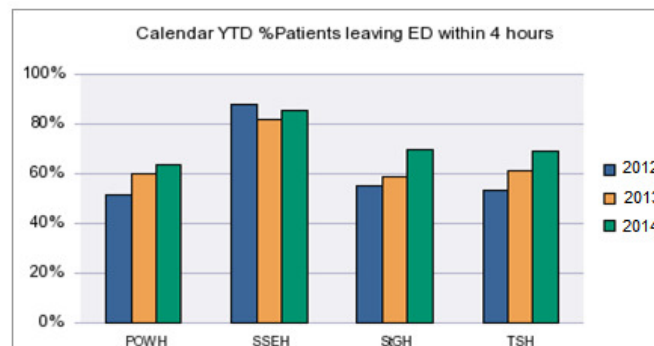
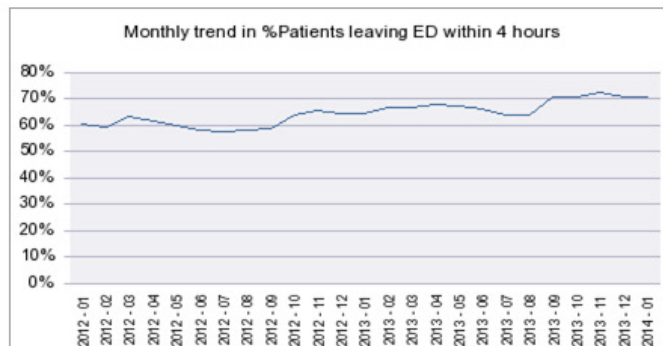
- [SES LHD Intranet Home](#)
- [SES SPaRC Home](#)
- [Data Availability](#)
- [Data Quality](#)
- [Definitions](#)
- [Forms](#)
- [User Acceptance Testing](#)
- [Data Entry](#)
- [Enquiries](#)



Noticeboard

Please direct your enquiries to the SES SPaRC support team via the 'Enquiries' link.

ED Patients Admitted, Referred or Discharged within 4 Hours of Presentation



Facility	Month of January 2014					Calendar YTD January 2014				
	ED attendances	No. leaving ED within 4 hours	%Patients leaving ED within 4 hrs (Target=)	Median Hours of ED Stay	95 Percentile Hours of ED Stay	ED attendances	No. leaving ED within 4 hours	%Patients leaving ED within 4 hrs (Target=)	Median Hours of ED Stay	95 Percentile Hours of ED Stay
Sydney/ Sydney Eye	3595	3067	85.3%	2.3	5.4	3595	3067	85.3%	2.3	5.4
Prince of Wales	4862	3100	63.8%	3.3	9.6	4862	3100	63.8%	3.3	9.6
St. George	5827	4036	69.3%	3.2	9.3	5827	4036	69.3%	3.2	9.3
Sutherland	4128	2837	68.7%	3.2	9.8	4128	2837	68.7%	3.2	9.8
Total	18412	13040	70.8%	3.0	8.8	18412	13040	70.8%	3.0	8.8

- Standard Reports**
- Patient Safety**
 - Patient Safety KPI Reports
 - Hand Hygiene Database
 - IIMS Notification
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 - Learning & Development
- Dashboards**
- KPI Report Builder
 - Patient Fees Revenue
 - Daily Emergency Access
 - Weekly Emergency Access
 - Weekly Access

- Key Performance Indicators**
- Access**
-  [B1003 Transfer of Care from Ambulance to ED within 30 Minutes](#)
 -  [B1004 ED Patients Admitted, Referred or Discharged within 4 Hours of Presentation \(NEAT\)](#)
 -  [B1005 ED Patients Admitted, Referred or Discharged within 4 Hours by Week Day and Arrival Hour \(NEAT\)](#)
 -  [B1010 ED NEAT Weekly Trend](#)
 -  [B1011 ED NEAT Monthly Trend](#)
 -  [B1012 Patients Staying in ED > 24 Hours](#)
 -  [B1006 Emergency Admission Performance \(EAP\)](#)
 -  [B1008 Emergency Admission Performance \(EAP\) Weekly Trend](#)
 -  [B1007 Triage Time Performance](#)
 -  [B1009 Triage Time Performance Weekly Trend](#)
 -  [B2004 Elective Surgery Patients Admitted within Clinically Appropriate Time \(NEST\)](#)
 -  [B2007 Elective Surgery Patients Admitted on Time Monthly Trend \(NEST\)](#)
 -  [B2008 Average Overdue Waiting Time for Elective Surgery \(NEST\)](#)
 -  [B4001 ED Patients with A Mental Disorder Diagnosis and Hours in ED \(Mental Health NEAT\)](#)
 -  [B4003 Mental Health ED NEAT Weekly Trend](#)
 -  [B4002 Mental Health Emergency Admission Performance \(Mental Health EAP\)](#)
 -  [B4005 Mental Health Emergency Admission Performance Weekly Trend \(Mental Health EAP\)](#)
 -  [B4004 Patients with A Mental Health Diagnosis Staying in ED > 24 Hours](#)
 -  [B2009 Average Overdue Waiting Time for Elective Surgery with mrrns \(NEST Part 2\)](#)
- Efficiency**
-  [B2006 Day Only and Extended Day Only Surgery](#)
 -  [B2003 Day of Surgery Admissions](#)

- [SELHD Intranet Home](#)
- [SES SPaRC Home](#)
- [Data Availability](#)
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Access

ED Attendances

ED Admissions

Transfer Of Care

Triage 3

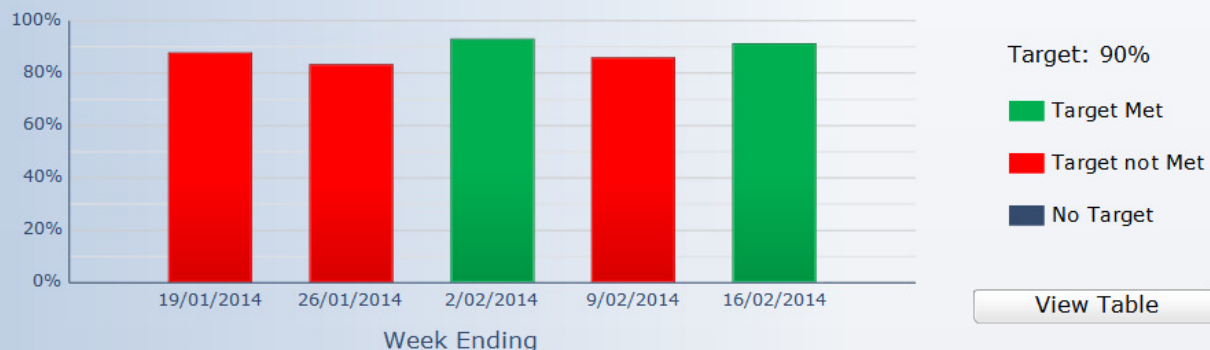
Triage 4

NEAT Performance

- A216 - Sydney
- A231 - Sydney Eye
- C208 - Prince of Wales
- C213 - St. George**
- C214 - Sutherland

Transfer Of Care

C213 - St. George



Target: 90%

Target Met

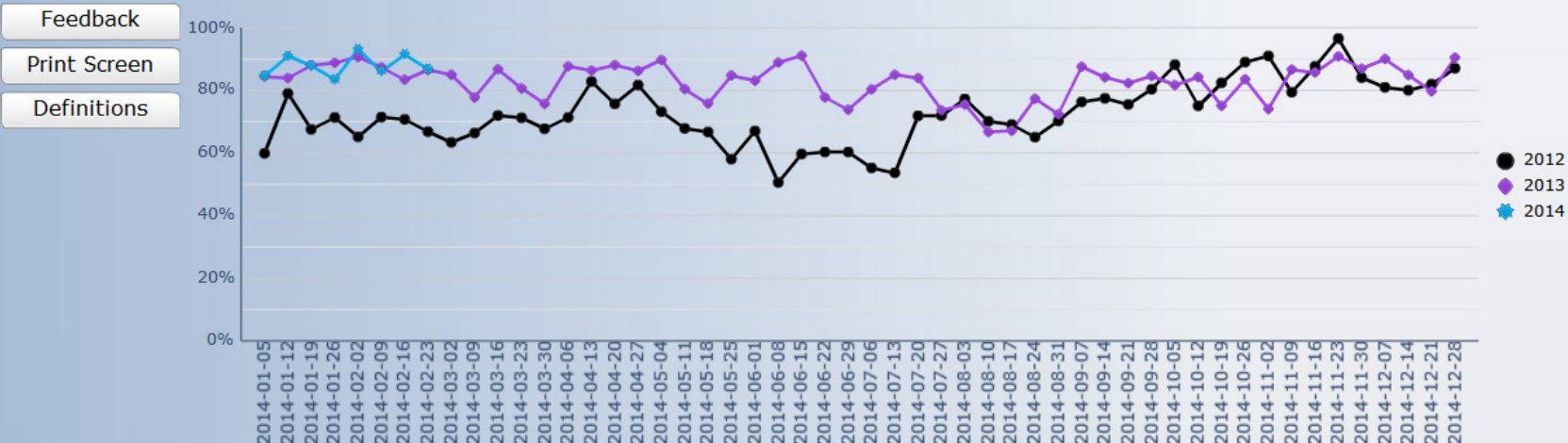
Target not Met

No Target

[View Table](#)

Transfer Of Care - Weekly Trend

C213 - St. George



Access

ED Attendances

ED Admissions

Transfer Of Care

Triage 3

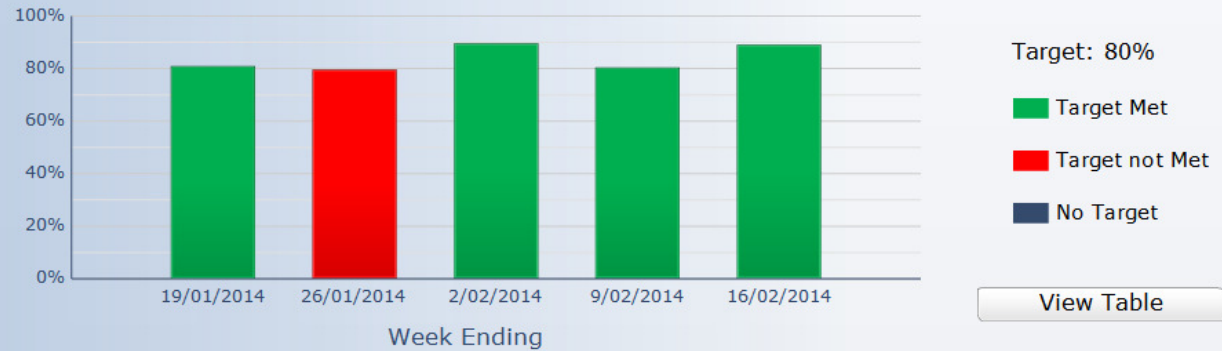
Triage 4

NEAT Performance

- A216 - Sydney
- A231 - Sydney Eye
- C208 - Prince of Wales
- C213 - St. George**
- C214 - Sutherland

Weekly Access Performance

C213 - St. George



Target: 80%

Target Met

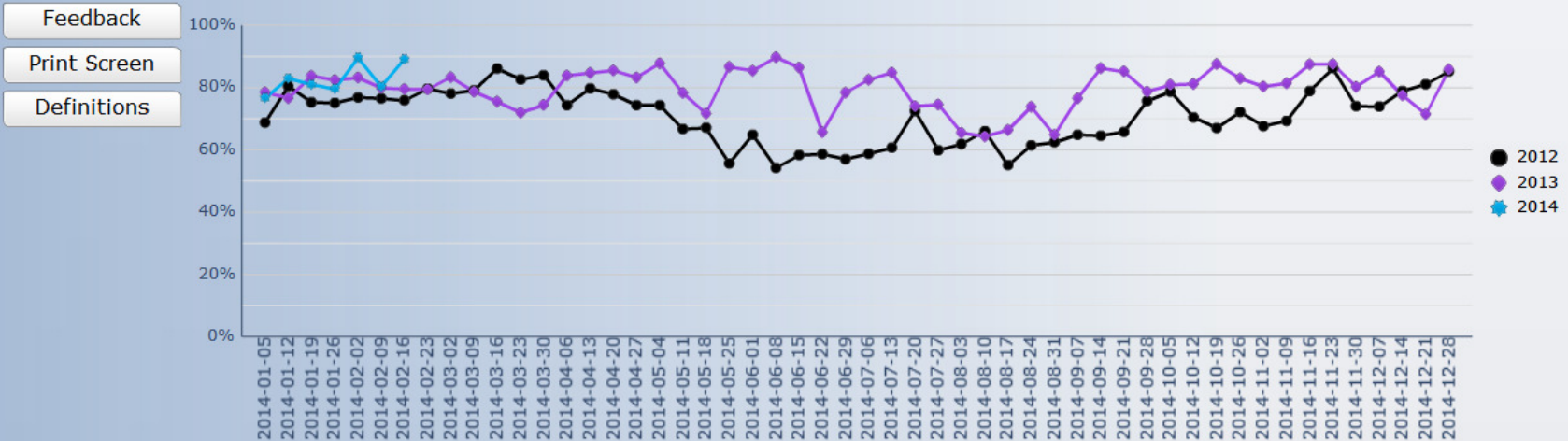
Target not Met

No Target

View Table

Access Performance - Weekly Trend

C213 - St. George



- Feedback
- Print Screen
- Definitions



Access

ED Attendances

ED Admissions

Transfer Of Care

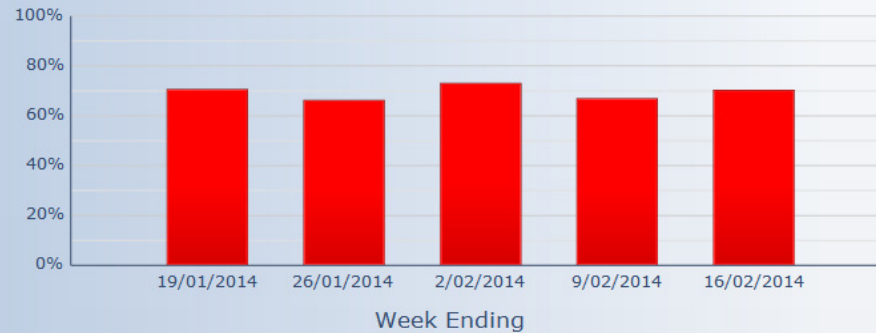
Triage 3

Triage 4

NEAT Performance

- A216 - Sydney
- A231 - Sydney Eye
- C208 - Prince of Wales
- C213 - St. George**
- C214 - Sutherland

NEAT Performance C213 - St. George



Target: 81%

Target Met

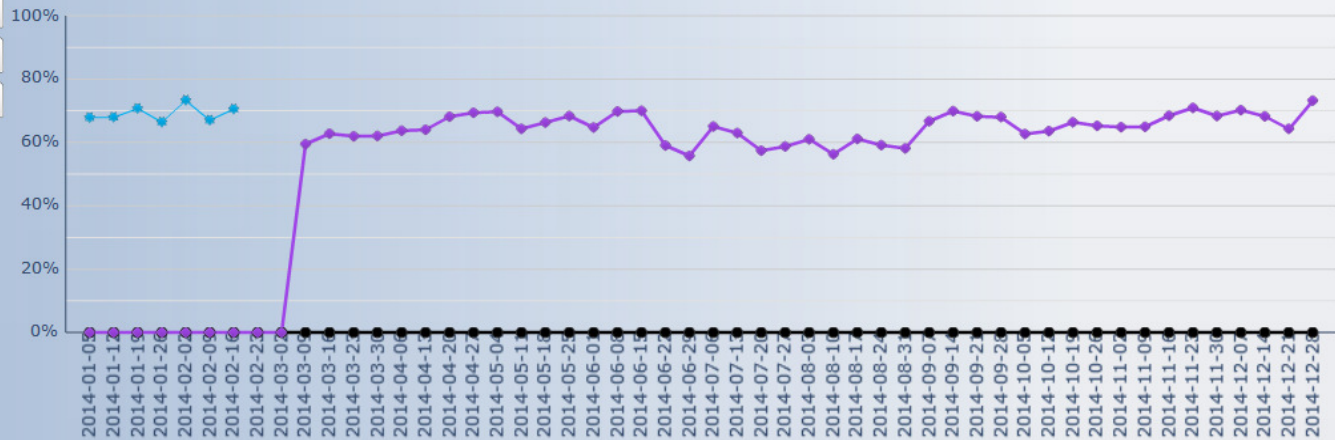
Target not Met

No Target

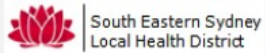
[View Table](#)

NEAT Performance - Weekly Trend C213 - St. George

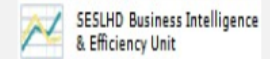
- Feedback
- Print Screen
- Definitions



Wednesday - Weekly ED data updated on Wednesday - Weekly ED data updated on Wednesday - Weekly ED data updated on Wednesday



Whole of Hospital Program Dashboard



WOH Weekly | Waiting List Weekly | Access Weekly | Waiting List Monthly | NEAT Prediction

SES SPaRC | Print Screen | WoH Report | Definition | Week Ending: 16 Feb 2014

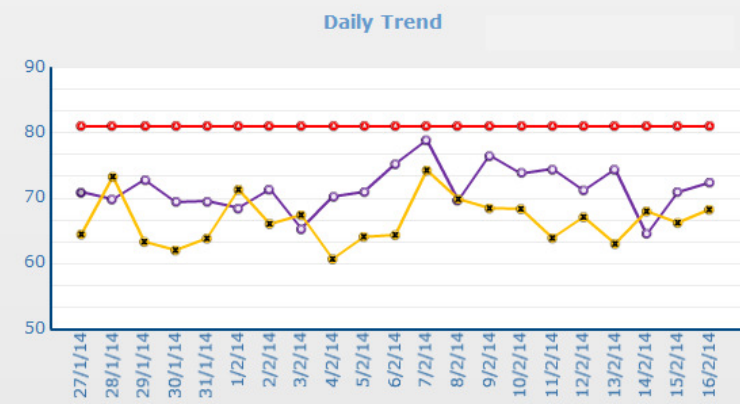
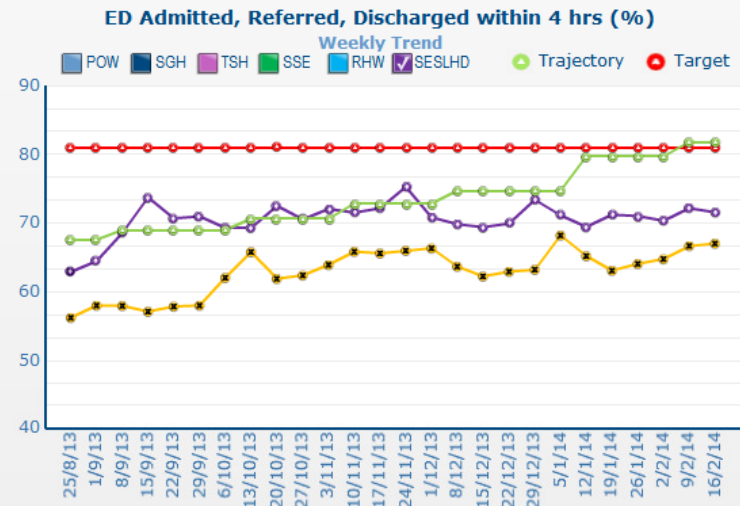
Select Indicator for Trend Graph	Target	POW	SGH	TSH	SSE	RHW	SESLHD
Transfer of Care %	90%	✗ 78.9	✓ 91.5	✗ 84.7	✓ 92.4	-	✗ 86.1
ED Presentations	-	1047	1296	923	730	-	3996
Total ED admissions to facility	-	392	442	239	47	-	1120
% ED admissions to facility	-	37.4	34.1	25.9	6.4	-	28.0
ED Did not Wait	-	26	17	11	21	-	75
ED Left at Own Risk	-	51	49	24	30	-	154
NEAT All Patients %	81%	✗ 62.1	✗ 70.5	✗ 67.4	✓ 92.4	-	✗ 71.6
NEAT Admitted %	-	42.1	45.2	42.3	74.5	-	44.7
NEAT Non-Admitted %	-	74.0	83.6	76.2	93.7	-	82.0
ED ALOS hrs	-	4.16	3.64	4.12	2.22	-	3.63
No. patients staying in ED >24 hrs	-	1	-	1	-	-	2
ED admissions to EMU	-	152	104	-	-	-	256
% ED admissions to EMU	-	14.5	8.0	-	-	-	6.4
ED admissions to MAU	-	41	44	25	-	-	110
% ED admissions to MAU	-	3.9	3.4	2.7	-	-	2.8
Total admissions to PECC	-	14	9	-	-	-	23
Total No. of Discharges	-	392	554	277	110	219	1594
Weekday Discharge Rates %	-	92.6	89.9	87.7	90.0	79.9	89.0
Weekend Discharge Rates %	-	7.4	10.1	12.3	10.0	20.1	11.0
ED Unplanned within 48 hrs %	-	5.6	3.5	3.2	-	-	3.6
HITH Activity	-	21	2	-	-	-	23
Total used Transit Lounge	-	25	42	29	-	-	96

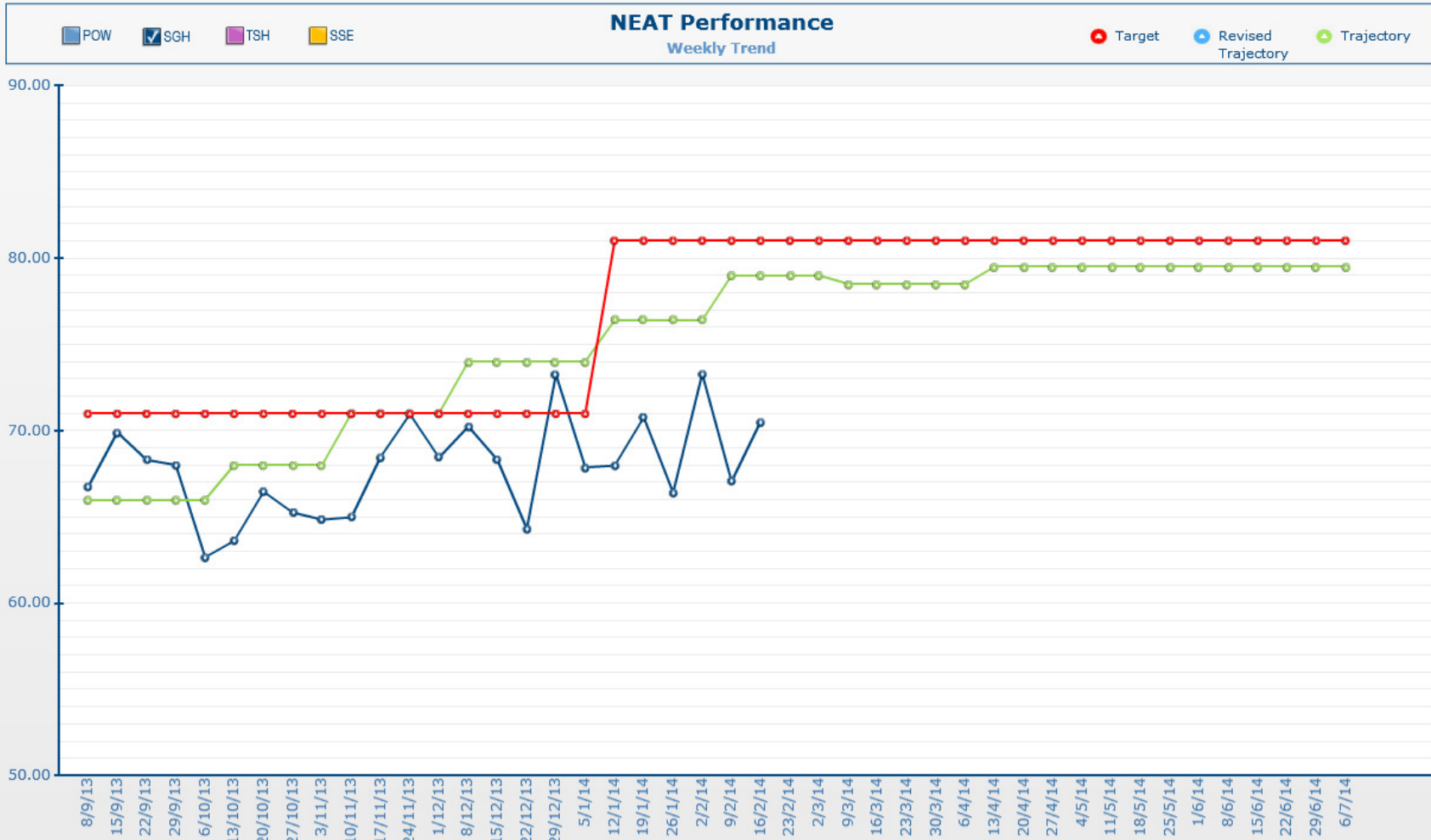
daily ED data updated on Wednesday - Weekly ED data updated on Wednesday - Weekly ED data updated on Wednesday

Week Ending

16/02/2014
 9/02/2014
 2/02/2014

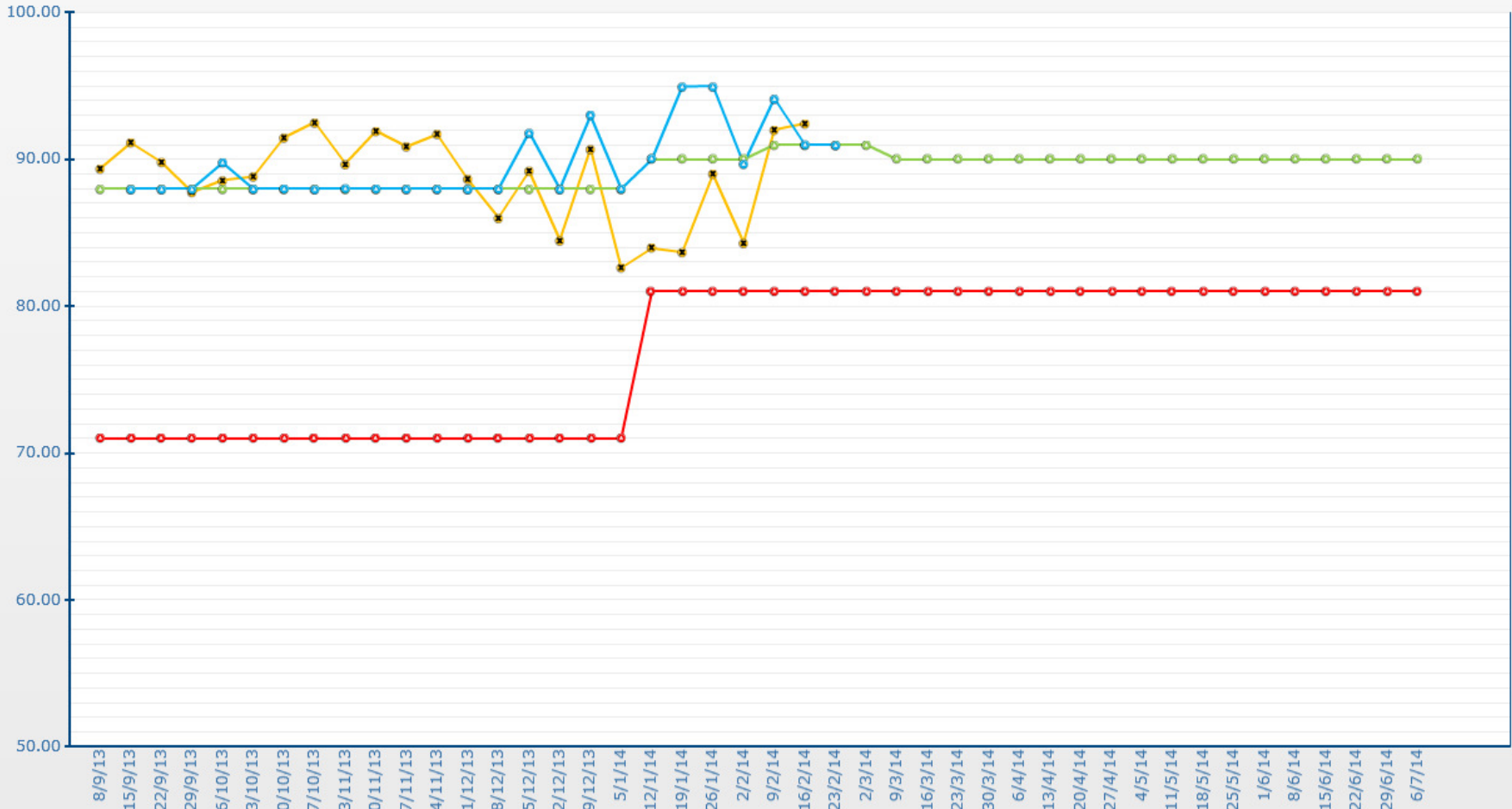
Daily Trend Target Trajectory Last Year Comparison





NEAT Performance
Weekly Trend

POW SGH TSH SSE Target Revised Trajectory Trajectory



Data Utilisation & Operational Agility

Brendan Docherty

Sector Manager – Operations & Performance,
St George and Sutherland Hospitals and Health Services

February 2014



Health

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Service Profile / Summary

- Growing Emergency Department activity year on year; admissions proportionate to presentations
- SGH – Tertiary/Trauma centre (510 overnight inpatient beds). 70,000 presentations, 35% admission rate. High volume of surgical category 1 patients (40%)
- TSH – Major Metropolitan (300 overnight inpatient beds). 50,000 presentations, 25% admission rate. No EMU. High volume short stay surgical profile.



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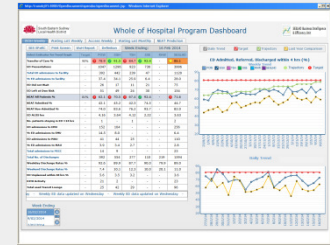
Operational Governance Arrangements

- Site based for responsiveness. Managed/coordinated by the Deputy Director of Nursing at each site.
- Some overlaying Sector mechanisms for strategic developments; data analysis and integrity/verification; and networking of capacity. Complex Sector management matrix arrangements.
- Operational Access meetings for data review and problem solving. Project portfolio.
- Patient Flow and Demand Management Strategic Committee with Executive Sponsorship.



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Data analysis, trending and action planning



- Data presented at the LHD/Sector/Site performance meetings for analysis, trending and action planning at an Executive level.
- WOHP dashboard used as the one stop patient flow data 'shop' which then works in synergy with the Patient Flow Portal to influence predictions, demand and as feedback on outcomes
- This then influences the access operational structure for site specific responses, solution formation, tracking, monitoring and escalation. FIND IT, FIX IT approach
- All senior clinicians and managers have access to the SPaRC portfolio of reports for LOS management, trends and variance monitoring (eg seasonal changes) to empower staff at a clinical department level



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Managing Demand

- Operational focus the responsibility of the Patient Flow Coordinator (Mon-Sun) and AHNM overnight.
- Multiple entry points – ED, surgical and medical planned, surgical and medical unplanned, OPD, ICU & MAU exit, 3rd door, GP referrals, Flying Squad referrals, inter-hospital transfers
- Predictive tool (Patient Flow Portal) the operation tool for ED accessible beds, outlier and repatriation, bed management, returns to home LHDs for tertiary services, Waiting for What, EDD/T monitoring, Stranded patient management



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Bed Board: South Eastern Sydney St George Hospital Select Hospital Data Feed

Bed Board Transfers Bed Management

Patient Mode Bed Mode Last refreshed: 21-02-2014 12:25

Patient Profile - St George Hospital

EDD AMO Filter Ward Filter

Filters used: None

Hide wards with no patients Display ward description

Clear Expired Today Tomorrow 2-3 days 4-5 days >5 days Auto Generated

Filtered Profile:		Hospital Profile:	
ED accessible bed occupancy:	N/A	ED accessible bed occupancy:	93%
Occupancy:	N/A	Occupancy:	85%
Number of patients:	N/A	Number of patients:	527
Bed days to date:	N/A	Bed days to date:	9786
Average LOS:	N/A	Average LOS:	21.46
Clinician defined EDD:	N/A	Clinician defined EDD:	71%

St George Hospi...	1EP	0	0	0	2	3	3	3	5	5	5	5	6	6	6	6	6	6	6	6	7																				
St George Hospi...	1SM	-5	-2	-1	-1	0	0	0	0	0	0	1	1	1	1	1	2	3	4	-2	-1	-1	0	0	0	0	1	1	1	1	1	1	1	1	1	1	2	2			
St George Hospi...	1WG	0	0	0	1	1	2	2	2	4																															
St George Hospi...	2ECTUR	-1	-1	-1	1	1	1	1	1	2	2	2	4	4	5	6	6	7																							
St George Hospi...	3ES	-1	-1	-1	-1	0	1	1	1	1	1	3	3	3	3	3	3	3	3	5	5	5	5	6	6																
St George Hospi...	3NGMU	-22	-4	0	4	5	5	5	5	6	13																														
St George Hospi...	3NSAU	1	2	7																																					
St George Hospi...	3SS	-28	-1	-1	0	0	0	2	3	3	3	3	3	3	3	3	3	3	4	4	4	5	5	5	5	5	6	7	7	7	7	7	7	7	7	7	7	7			
St George Hospi...	3WO	-15	-12	-11	-0	-0	-0	-5	-4	-3	-2	-2	-1	-1	-1	0	0	2	2	3	4	5	5	6	6	11	17	17													
St George Hospi...	4EONC	-2	0	0	3	4	4	4	4	4	5	5	5	5	5	5	5	5	6	6	6	6	6	6																	
St George Hospi...	4NHM	-68	-1	0	0	0	1	1	1	1	3	3	3	3	3	4	5	6	7	7	10	10	12	18																	
St George Hospi...	4SM	-4	-1	0	0	0	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	5	7												
St George Hospi...	4WRD	1	1	3	6	8	8	8	8	8	8	8	8	8	8	9	9	9	9	9	15	15	15	15	15	18	18	18	18	19	19	24	24	24	24	24	24	24	24		
St George Hospi...	5SR	-23	-10	-1	-1	0	1	1	2	2	3	3	4	4	6	6	6	6	7	8	8	8	8	9	9	12	22														
St George Hospi...	5WC	0	0	0	0	1	1	1	1	3	4	5																													
St George Hospi...	6SN	-7	-7	-7	-7	-4	-4	-2	-1	-1	0	0	0	0	0	1	2	3	3	3	3	3	3	4	4	5	6	6	6	6	10	16	16	16	16	16	16	16	16		
St George Hospi...	6WR	-7	-4	-3	-1	-1	5	7	7	7	7	7	7	7	13	13	17	19	22	24	28																				
St George Hospi...	7SA	-26	-26	-14	-7	-4	-3	-2	1	2	2	3	3	5	6	7	7	7	7	7	8	13	13																		
St George Hospi...	7WA	-45	-39	-22	-4	-1	1	1	1	1	2	3	3	3	3	3	3	3	4	4	5	5	6	6	6	6	7	7	8	8	8	8	8	8	8	8	8	8	8		
St George Hospi...	CCUW	0	2	3	3	3	3	7																																	
St George Hospi...	CICU	-2	6	6																																					
St George Hospi...	CMAU	1	3	3																																					
St George Hospi...	DSUW	1	1	1	2	2	3	3	3	3	3	3	8	37																											
St George Hospi...	EDI	2	6	7	7	8	10																																		
St George Hospi...	EDOW	0	0	1	1																																				
St George Hospi...	EMUW	1	5																																						
St George Hospi...	ICU2	-25	-10	-4	-1	0	1	1	1	4	5	8	8	12																											

Prediction Mode

Demand and Capacity: Prediction Mode (Sutherland Hospital) Last Refreshed: 21-02-2014 12:40

Prediction data only applies to ED accessible wards

	Fri 21/02/14	Sat 22/02/14	Sun 23/02/14	Mon 24/02/14	Tue 25/02/14	Wed 26/02/14	Thu 27/02/14	Fri 28/02/14	Sat 01/03/14	Sun 02/03/14	Mon 03/03/14	Tue 04/03/14	Wed 05/03/14	Thu 06/03/14
Predicted total beds AVAILABLE	62	21	14	37	40	39	38	46	21	14	37	40	39	38
Predicted total beds REQUIRED	42	30	31	42	40	42	40	39	30	31	39	35	37	35
BED DEMAND STATUS	20	-9	-17	-5	0	-3	-2	7	-9	-17	-2	5	-2	3
Total ED accessible beds	220	220	220	220	220	220	220	220	220	220	220	220	220	220
	Notes	Notes	Notes	Notes	Notes	Notes	Notes	Notes	Notes	Notes	Notes	Notes	Notes	Notes



Reporting mechanisms: data analysis and decision making

- Unplaced, beds available, surge in use, hot spots, MROs, telemetry, sub-acute, outlier rate, planned load, ICU exit
- 07.30hr – site status update and daily demand factors
- 10.00hr – site status update and early escalation
- 12.00hr – LHD status update with 72hr predictions and performance trends
- 16.00hr – site status update and overnight planning
- Weekend planning (4 days), PH planning, Winter Planning, Event Planning



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File Message

Ignore X Delete Reply Reply All Forward Meeting Meeting More

DOO COVER - P... To Manager Done

Team E-mail Done

Reply & Delete Create New

Move OneNote Mark Unread Categorize Follow Up Translate Related Select Zoom

Delete Respond Quick Steps Move Actions Tags Edit Zoom

From: Leanne Horvat
 To: SESLHD DEMAND MANAGEMENT DL
 Cc: RHW Management Executive
 Subject: Demand Management Friday 21st February

Sent: Fri 21/02/2014 11:29 AM

DEMAND MANAGEMENT AND CAPACITY REPORT

DATE: 21/2/14
 REPORTED BY: Leanne

Date	Presents	Admits	Admit %	EAP 80%	Week to date EAP	NEAT 81%	Week to date NEAT	Local NEAT trajectory	T3 75%	T4 70%	TOC 80%	Beds 24hrs	Beds 48hrs	Beds 72hrs	Beds 96hrs	ICU / HDU beds available
POWH	161	57	35	91	86	69	70	79	81	90	100	-6	-14	1	12	ICU / HDU - Nil (1 clear)
SH	40	2	5	100	100	95	92	90	100	100	100	3	0	-6	0	HDU x 3
SE	66	1	1.5	100	100	91	88	90	100	100	*	4	0	-5	1	
SGH	189	62	33	92	84	73	67	79	80	88	93	27	-13	-27	-6	ICU1 x 2 (nil clear) ; ICU2 x 2 (1 clear)
TSH	120	36	30	69	78	64	64	78.2	90	98	95	14	-9	-17	-5	ICU / HDU x 4 (1 clear)
SESLHD	576	158	27	87	84	74	71	81.6	83	93	96					
RHW												16	11	10	-8	NICU - in house only

NOTE: DAPS data is draft only

TOC	%	Min
SESLHD	96%	14
NSW	86%	18



Leanne Horvat
Clinical Stream Manager



SESLHD DEMAND MAN...RHW Management Exe...



Start | Data and Operations | Patient Flow Portal | Inbox - Brendan.Doc... | TSH Presentations | Demand Managem... | 11:59 AM 21/02/2014

Other operational tools based on data

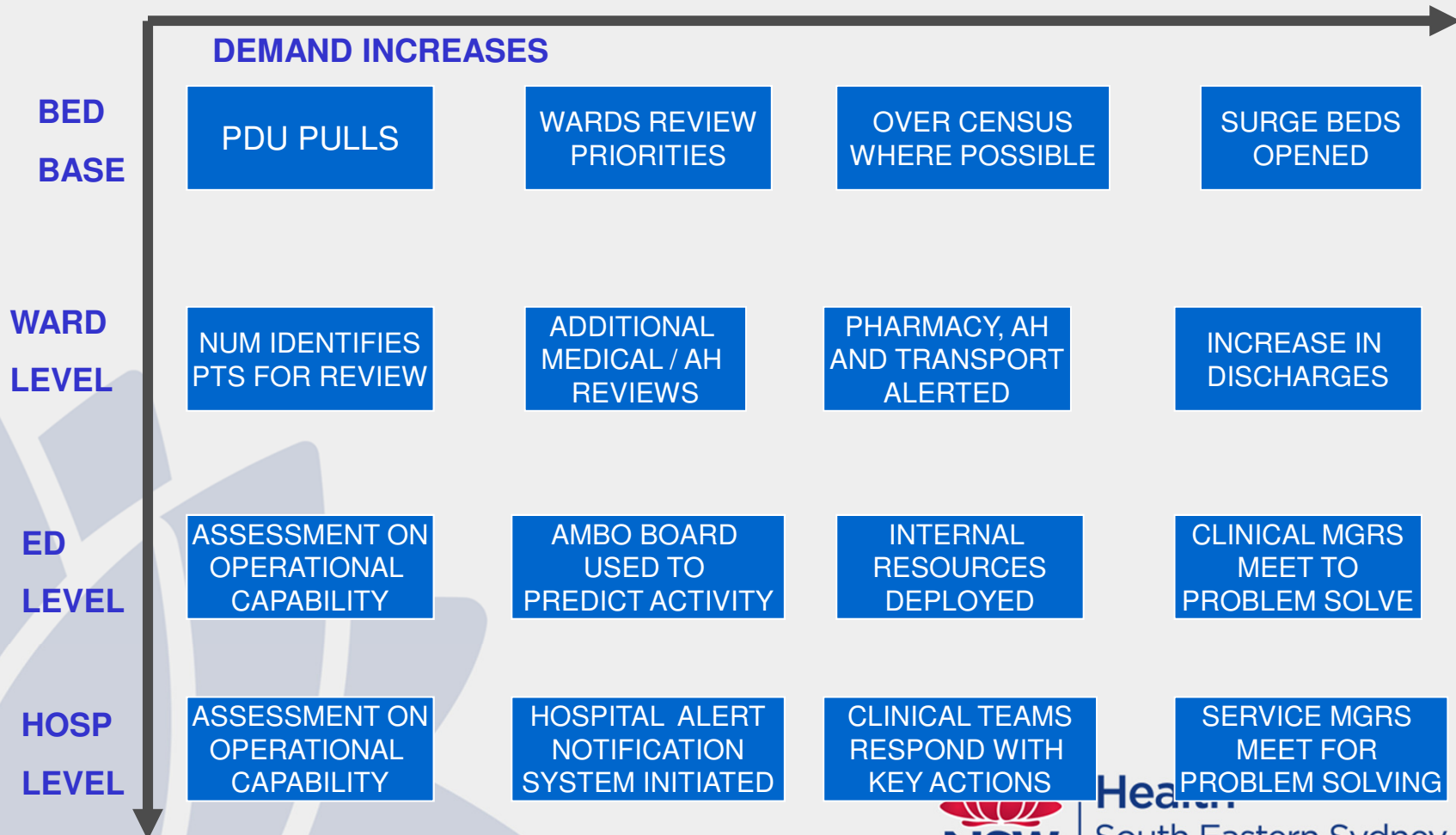
- Escalation plans (ED and inpatient units). Now includes a level 4 (critical) plan
- 4 day and 10 day capacity planning cycles
- Weekly site teleconference for service priorities to assist with demand management
- Length of stay monitoring for sub-specialities and ABF purposes
- Short-term capacity preservation plan
- Cluster management plan & P3 diversion plan / alternatives



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	TSH					SGH				
ED activity Weekly average		Pres	Adm	Adm %	4hr NEAT %	Access 8hr	TOC	TOC cases	ED - Ward	ED - D/C
	SGH	1203	450	37%	65%	86%	83%	404	40%	80%
	TSH	905	228	25%	54%	54%	68%	286	25%	63%
Hospital Discharges	Predicted average for week – 30 per day Actual average for week – 32 per day. Higher than predicted numbers					Predicted average for week – 55 per day Actual average for week – 62 per day. Higher than predicted numbers				
	Clearance rates ending 26.05.13. – 0.99					Clearance rates ending 26.05.13. – 1.00				
MRO's	Today – 42 Lower than last week					Today – 83 Higher than last week				
Sub acute load	Patients with ACCR waiting placement			8	Patients with ACCR waiting placement			4		
	Patients waiting ACCR			7	Patients waiting ACCR			3		
	Patients waiting for inter-facility transfer to rehab			4	Patients waiting for transfer to 6W			1		
	Patients waiting for external transfer to rehab			1	Patients waiting for transfer to Calvary			9		
					Patients waiting for external transfer to rehab			3		
				This week = 20						
				Higher than last week						
				This week = 20						
				Higher than last week						
Other facility transfers	<u>Outgoing-</u> SGH x 1, Calvary Mater Newcastle x 1					<u>Outgoing-</u> Calvary x 3, Shoalhaven x 1, POW x1				
	<u>Incoming-</u>					<u>Incoming-</u> TSH x 1, John Hunter x 1				
4 day capacity predictions			WEDS	THURS	FRI	SAT				
	SGH PFP numbers		2	-2	16	-12				
	SGH PFU cumulative		2	0	16	4				
	TSH PFP numbers		-6	2	-3	17				
	TSH PFU cumulative		-6	-4	-7	10				

Whole of Hospital approach



Thank you



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