

Themes	Barriers	Root causes	
Internal	High work in process	Increasing demand	Lack of IT functions
	Inefficient capacity coordination	Insufficient communication	Lack of separate tracks
	Inefficient capacity utilization	Insufficient discharge routine	Lack of staff
	Insufficient capacity	Insufficient facilities and layout	Lack of standards and routines
	Large capacity utilization variation	Insufficient operational planning	Medical quality priorities
	Long lead times	Insufficient transfer coordination	Random internal disturbances
Transfer	Inefficient patient-transfer process	Lack of ancillary services	Unpredictable patient problems
	Inefficient support-transfer process	Lack of beds	
Entry	Changing demand		
	Unpredictable inflow variation		
Discharge	Inefficient outflow process		
Management system	Low interorganizational coordination		