Supplementary Box 2: Worked Example: active management of length of stay

Ninety Bed Stratified Pathway

*Acute admission ward and sub-acute admission ward*

A 15 bed acute admission ward can accommodate 60 admissions per annum with a managed length of stay 90 days. A 15 bed sub-acute ward can provide an additional twelve months of managed length of stay for 15 of the 60 admissions.

*Intensive Care Ward (ICU)*

A ten bed intensive care ward should be supernumerary with specialist design features and highest staff to patient ratios and skills in prevention and management of violence and aggression ((Council of Europe: Committee for the Prevention of Torture, 2017, Kennedy et al., 2020b)

*Medium term medium secure ward*

Two 15 bed medium secure wards, in series or parallel, can accommodate 10 admissions and discharges per annum with managed length of stay of three years.

*Slow stream secure wards*

One 20 bed slow steam ward can accommodate five admissions per annum with managed length of stay of four years, or two admissions per annum with managed length of stay of ten years. These can be scaled according to the numbers and length of stay that emerge over time. These are necessary if admission capacity for the whole system is to be maintained.

*Pre-discharge Ward*

A twenty bed pre-discharge ward can accommodate ten admissions and discharges per annum with a managed length of stay of two years, or five admissions and discharges per annum with managed length of stay of four years.

*Slow-stream or long stay medium and low secure wards*

A twenty bed ward can accommodate five admissions per annum with managed length of stay of four years; additional twenty bed wards are required for managed lengths of stay of longer periods, and may permit stratification into high, medium and low secure levels of therapeutic care and security.

*Low volume specialist pathways*

A twenty bed ward divided into a five bed admission acute ward (20 acute admissions per annum with managed length of stay up to three months), a five bed sub-acute ward (five of the 20 admissions could have a further twelve months of in-patient treatment), a ten bed medium secure medium term ward (divided into six treatment, places and four rehabilitation and pre-discharge places) can accommodate two admissions a year with managed length of stay of five years before transitioning to supportive community places or to slow stream secure wards.

A ten bed ward can be organised in the same way though with some difficulty.