The best way to increase profit is to serve more customers for the same fixed costs, keeping the increase in variable costs to a minimum. For the hospital as a whole, serving more customers equates to increasing the number of bed turns – inpatient, specialty-unit, and OR beds – again through improving patient flow. This figure offers some concrete ways of calculating how increasing the number of bed turns can affect a system.

**Figure 5.2: Increasing Bed Turns**

Number of patients seen per bed per day =
the number of hours per day (in ED, PACU, or ICU) or days per year (inpatients) bed is available divided by the average throughput time per bedded patient; e.g.,
- If ED LOS = 4 hours, then each bed serves 6 patients per day.
- If hospital LOS = 4.5 days, then each bed serves 81 patients per year (365/4.5 = 81).

To quantify the impact of throughput reduction through improving flow: reducing throughput time by 11 percent per bed = improvement of hospital LOS from 4.5 to 4.0; the impact of this improvement translates to
- 91.25 patients per bed per year or 10.25 additional patients treated;
- at an average NPR of $7,500 per admission, $76,875 NPR annually per bed;
- in an average hospital LOS improvement experienced in 50 beds representing the medical floors, therefore, an achievement of an annual NPR improvement of $3,843,750.