



Hospital Capacity Management and Command Centre Operations Course

14 – 18 December 2026

Barcelona - Eixample district four-star



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Introduction:

Hospital capacity management and command centre operations is a 5-day course for bed management, patient flow, site operations and command centre teams that ends with a Capacity Command Centre Operating Plan for a case hospital network. Hospitals lose usable beds when census forecasts are ignored, bed status is updated late, transfers between facilities are negotiated call by call and escalation is declared by instinct rather than agreed triggers. Nominees already allocate beds, run flow huddles or coordinate transfers and practise through timed simulations of census surges and network load balancing. CoreConcept Training Center delivers this hospital capacity management course.

Course Objectives:

- Forecast daily inpatient census and emergency and elective admission demand, and chart the gap against staffed bed capacity by ward and critical care unit
- Operate an electronic bed board with agreed status codes, update rules and ADT event feeds so that bed status reflects reality in real time
- Run fixed-time bed huddles that assign placement, discharge and bed turnaround actions to named owners
- Set escalation level triggers, role-based action cards and surge activation and stand-down criteria for a hospital and its network
- Coordinate inter-facility transfers through a transfer centre workflow and balance load across hospitals and step-down units in a health cluster
- Design a capacity command centre with its co-located functions, roles, decision rights, daily rhythm and KPI tiles

Target Audience:

- Bed management teams responsible for allocating inpatient beds and maintaining live bed status
 - Patient flow teams responsible for daily huddles, discharge actions and placement of outlier and overflow patients
 - Site and capacity operations teams responsible for escalation decisions out of hours and across the whole site
 - Transfer centre and network coordination teams responsible for inter-facility referrals and acceptance
 - Command centre teams responsible for monitoring capacity data, forecasts and alerts for one or several hospitals
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Course Outline:

Day 1: Hospital Capacity as a System and Command Centre Context

- Real-Time Demand-Capacity Management Principles for Inpatient Beds
- Occupancy, Census and Bed Turnaround Measures Defined
- Command Centre Models From Bed Bureau to Network Hub
- Queueing Theory Basics for Bed Pool Sizing Decisions
- Current-State Capacity Assessment of Beds, Transfers and Delays

Day 2: Demand Forecasting Models and Command Centre Architecture

- Predictive Census Models Using Admission and Discharge History
- Elective Admission Smoothing to Reduce Artificial Variability
- Emergency Admission Forecasts by Hour, Weekday and Season
- Command Centre Floor Design, Co-Located Functions and Data Tiles
- Command Centre Roles, Decision Rights and Staffing Rota

Day 3: Real-Time Bed Boards and ADT Coordination

- Electronic Bed Board Status Codes and Update Rules
- ADT Event Feeds Linking Admissions, Discharges and Transfers
- Bed Huddle Agenda at Fixed Daily Times With Owners
- Bed Turnaround Tracking From Vacated to Clean and Ready
- Placement Rules for Specialty Beds, Isolation and Overflow Areas

Day 4: Escalation Levels, Surge Capacity and Inter-Facility Transfers

- Escalation Level Triggers and Role-Based Action Cards
- Surge Capacity Activation and Stand-Down Criteria
- Transfer Centre Workflow From Referral Call to Acceptance
- Network Load Balancing Across Cluster Hospitals and Step-Down Units
- Stranded Patient Reviews and Delayed Transfer Escalation

Day 5: Simulation: Capacity Command Centre Operating Plan for a Case Network

- Case Network Census Forecast and Capacity Gap Simulation
 - Timed Surge Exercise Using Escalation Action Cards
 - Inter-Facility Transfer Simulation With Load Balancing Decisions
 - Command Centre KPI Tiles With Targets and Data Owners
 - Capacity Command Centre Operating Plan Completion and Panel Defence
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Skills You Will Gain:

- Inpatient Census Forecasting
- Capacity Gap Analysis
- Bed Board Administration
- Bed Huddle Facilitation
- Escalation Trigger Design
- Surge Capacity Activation
- Transfer Centre Coordination
- Command Centre Design

Why Attend This Course:

- Deliver a Capacity Command Centre Operating Plan for a case hospital network to the director of operations and the network capacity lead for approval
- Decide when to raise or lower an escalation level, open surge beds or move patients to another hospital in the network
- Avoid cancelled elective lists, corridor waits and lost transfer requests caused by late bed status and unagreed triggers
- Brief ward, transfer and site colleagues using status code sheets, huddle agendas, action cards and KPI tile definitions

Conclusion:

Back at work, the participant presents the Capacity Command Centre Operating Plan to the director of operations and the network capacity lead. Leadership uses it to approve bed board status rules, the daily huddle rhythm, escalation triggers and action cards, surge activation criteria, the transfer centre workflow and the command centre staffing rota. After the first surge period under the plan, the network should compare forecast accuracy, bed turnaround time, transfer acceptance time and escalation duration against the baseline and revise the weaker rules.

Frequently Asked Questions FAQ:

What should participants know before the hospital capacity management and command centre operations course?

Participants should already allocate beds, run flow huddles, coordinate transfers or work in a command centre, and know how their hospital records admissions, discharges and bed status. Bringing an anonymised census extract or bed board report helps during the simulation day.

How does hospital capacity management and command centre operations differ from a general hospital management course?

It concentrates on running beds and transfers in real time: census forecasting, bed boards, ADT coordination, escalation levels, surge capacity, network load balancing and command centre design. General hospital management courses cover governance, quality, finance and staffing and treat capacity as one topic.

Why does hospital capacity management need agreed escalation triggers and action cards?

Agreed triggers turn capacity pressure into a consistent, timed response. Each level states which measures move it, who declares it and what each role does, so beds open, discharges accelerate and transfers start before corridors fill, rather than after senior staff notice the pressure.

What do participants take back from the hospital capacity management and command centre operations course?

Participants take back a Capacity Command Centre Operating Plan with a census forecast model, bed board status rules, a huddle agenda, escalation action rules, a transfer centre workflow and command centre KPI tiles they can adapt to their own hospital or network.
