

```
#=====
# R-code for model calculations
#=====
```

```
allocation <- function(y) {
  # Uses a "greedy" algorithm to allocate beds one by one,
  # in a way that gives an allocation that is as similar as possible to y,
  # with no zero-allocations for the output x
  n = length(y)
  x = 0*y + 1
  Y = sum(y) - sum(x)
  for (t in 1:Y) {
    min = 100000
    best_i = 0
    for (i in 1:n) {
      c = x[i] - y[i]
      if (c<min) {
        min = c
        best_i = i
      }
    }
    x[best_i] = x[best_i] +1
  }
  return(x)
}
```

```
elf <- function(n, a)
{
  # Erlang's loss function
  b <- 1 ; i<- 0
  while((i <- i+1)<=n) b <- b*a/(i+b*a)
  b
}
```

```
average_beds_in_use <- function(beds_vector,load_vector) {
  # Uses the elf function to calculate the utilization for a vector of MAU sizes
  # coupled to a vector of loads.
  sum = 0
  for (i in 1:length(beds_vector)) {
    beds = beds_vector[i]
    load = load_vector[i]
    sum = sum + (1-elf(beds,load))*load
  }
  return(sum)
}
```

```
# Encoding the empirical distribution of MAU sizes:
empirical_MAU_sizes =
c(72,34,25,16,15,14,13,12,12,12,11,11,10,10,10,9,9,9,8.77,8,8,8,7,7,7,6,6,6,6,5.9,5,
```

```
5,5,5,5,5,4,4,  
4,4,4,4,4,4,4,4,4,4,4,4,4,4,3.6,3.4,3,3,3,3,3,3,3,3,3,3,3,3,3,3,3,3,2.8,2.25,2.1,2,2,2,2,2,2,  
2,2,2,2,  
2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,2,1.5,1.5,1.5,1.5,1.4,1.3,1.3,1.2,  
1.2,1,1,  
1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,  
1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,  
,0.44,0.33,0.3,0.27,0.25,0.2,0.2)
```

```
# demand_vector is the (non-integer) vector of demands (load) for the 206 MAUs,  
# derived from the empirical distribution and rescaled to make it sum to 658:  
demand_vector = empirical_MAU_sizes*658 / sum(empirical_MAU_sizes)
```

```
# Calculating the baseline allocation of beds as the closest integer-vector that  
approximates demand (not allowing zeros):  
baseline_allocation = allocation(demand_vector)
```

```
# Computing the average number of beds in use in default scenario  
# with demand_vector as load and baseline_allocation as the bed allocation, and  
multiplying with 365 for full-year average:  
average_beds_in_use(baseline_allocation,demand_vector) * 365  
# 170695.8, which is 71.1% of 240000
```

```
# With double load:  
average_beds_in_use(baseline_allocation,demand_vector*2) *365  
# 204261.3, which is still only 85.1% of 240000
```

```
# Calculating model 2-4 results for number of beds (and/or load) ranging from 658 to  
658*2:  
beds = (658:(658*2))  
demand_adjusted = 0*beds  
capacity_adjusted = 0*beds  
parallel_adjusted = 0*beds  
for (i in (1:length(beds))) {  
  n = beds[i]  
  demand_adjusted[i] =  
average_beds_in_use(baseline_allocation,demand_vector*n/sum(demand_vector))  
  non_integer_allocation = demand_vector*n/sum(demand_vector)  
  x = allocation(non_integer_allocation)  
  capacity_adjusted[i] = average_beds_in_use(x,demand_vector)  
  parallel_adjusted[i] =  
average_beds_in_use(x,demand_vector*n/sum(demand_vector))  
  print(c(n,demand_adjusted[i],capacity_adjusted[i],parallel_adjusted[i]))  
  flush.console()  
}
```

```
# Finding the minimum capacity that satisfies > 216000 bed days a year:  
i = 1  
while (capacity_adjusted[i]*365 < 216000) i = i+1  
beds[i]
```

```
# Plotting the results - Figure 3:
```

```
options(scipen = 99)
```

```
library(calibrate)
```

```
par(mar = c(6.5, 6.5, 0.5, 0.5), mgp = c(5, 1, 0))
```

```
plot((0:658)/6.58,demand_adjusted*365, type = "l", ylim=c(0,400000), yaxt="n",lty=3,  
xlab= "Percentage increase in capacity and/or average demand", ylab=  
"Patient-days per year")
```

```
lines((0:658)/6.58,capacity_adjusted*365, type = "l", lty=2)
```

```
lines((0:658)/6.58,parallel_adjusted*365, type = "l", lty=1)
```

```
axis(2,las=2)
```

```
abline("h"=240000)
```

```
text(15, 250000, "national policy goal", col = "black")
```

```
points(x = 0, y = 170696, type = "p", col = "black", pch = c(16,15))
```

```
points(x = 100, y = 204261, type = "p", col = "black", pch = c(16,15))
```

```
points(x = 57, y = 216000, type = "p", col = "black", pch = c(16,15))
```

```
points(x = 34, y = 240000, type = "p", col = "black", pch = c(16,15))
```

```
textxy(0, 170696, labs = 'S1 (baseline)', cex = 1, offset = 0.8)
```

```
textxy(100, 204261, labs = 'S2', cex = 1, offset = 0.6)
```

```
textxy(57, 216000, labs = 'S3', cex = 1, offset = 0.8)
```

```
textxy(34, 240000, labs = 'S4', cex = 1, offset = 0.8)
```

```
legend(0,75000, c("increased capacity and demand (scenario 4)","increased  
capacity only (scenario 3)","increased demand only (scenario 2)"),lty=c(1,2,3))
```