Fig. S1. Transfers received from Winnipeg Regional Health Authority (WRHA) hospitals.
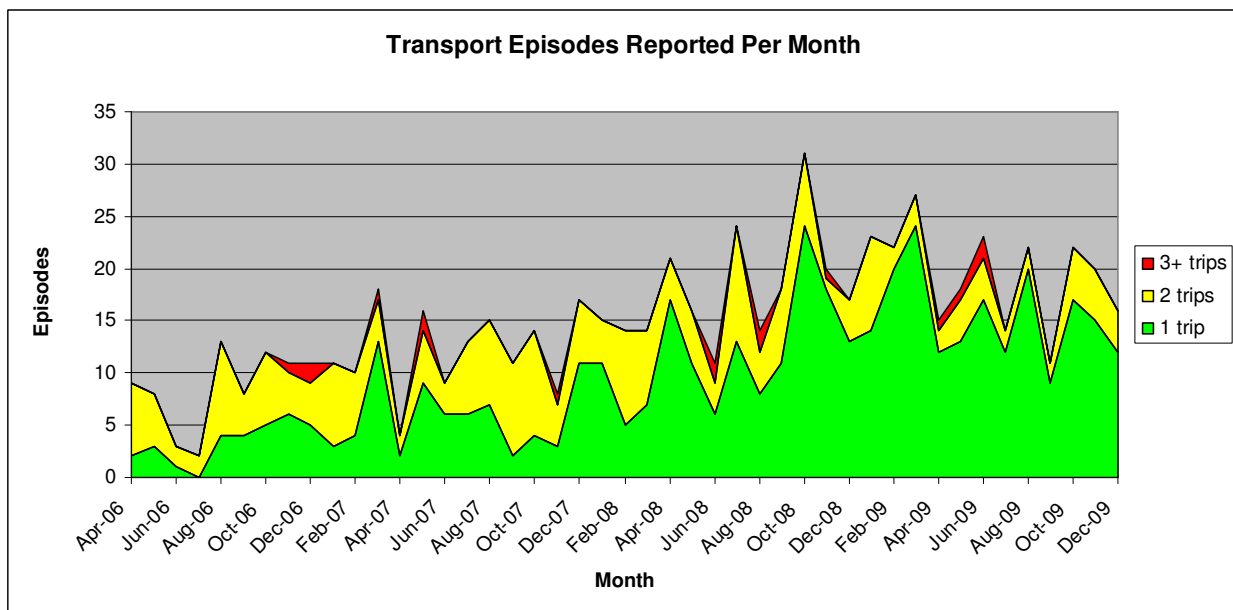

Fig. S2. Transport episodes reported per month.
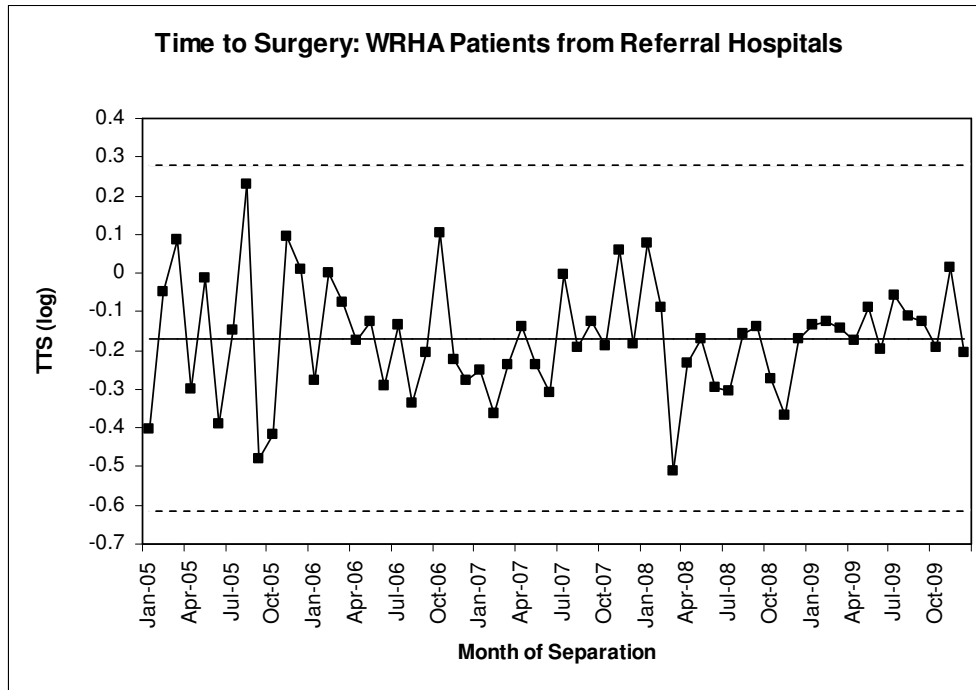
Fig. S3. Time to surgery (TTS) for Winnipeg Regional Health Authority (WRHA) patients from referral hospitals.
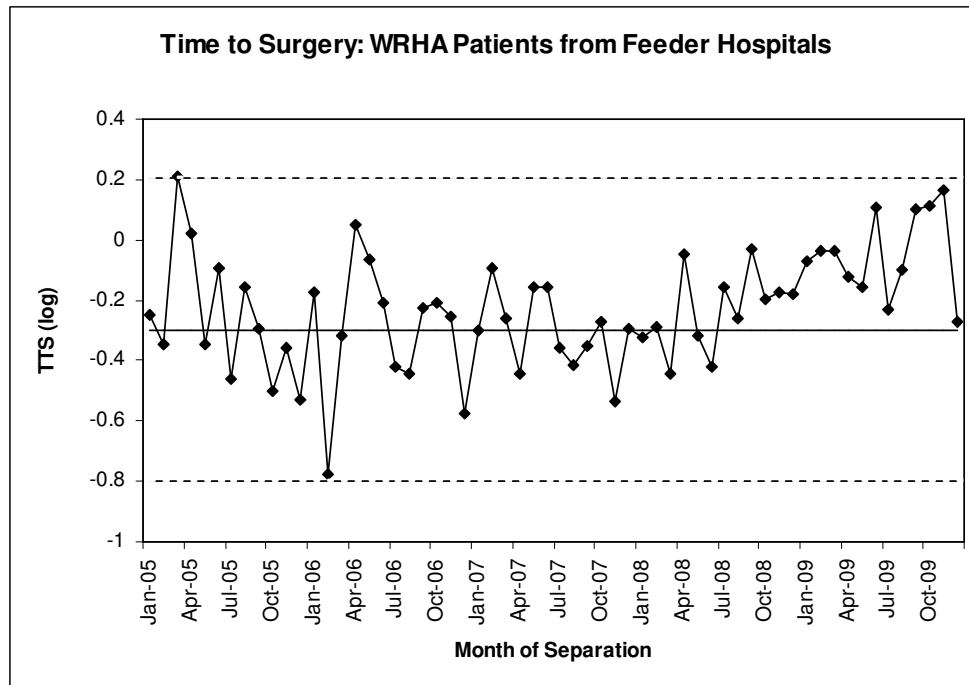

Fig. S4. Time to surgery (TTS) Winnipeg Regional Health Authority (WRHA) patients from nonreferral hospitals.

Table S1. Time to surgery, log

	Group; estimate, p value						
	All patients		WRHA patients		All patients by hospital		WRHA patients by hospital	
Variable	estimate	p	estimate	p	estimate	p	estimate	p
Intercept	−1.30	< 0.001	−0.96	< 0.001	−1.35	< 0.001	−1.00	< 0.001
Intervention	−0.29	0.07	−0.43	0.007	−0.37	0.019	−0.51	0.001
Month	0.01	0.07	0.01	0.007	0.01	0.06	0.01	0.006
Intervention × month	0.01	0.021	0.01	0.001	0.01	0.019	0.01	0.001
Age, 10 yr	0.02	0.001	0.03	< 0.001	0.02	0.001	0.03	< 0.001
Sex, male	−0.13	< 0.001	−0.11	< 0.001	−0.13	< 0.001	−0.11	< 0.001
Appendicitis	−0.25	< 0.001	−0.24	< 0.001	−0.24	< 0.001	−0.23	< 0.001
Cholecystitis	0.68	< 0.001	0.66	< 0.001	0.69	< 0.001	0.66	< 0.001
Intestinal obstruction	0.60	< 0.001	0.58	< 0.001	0.59	< 0.001	0.57	< 0.001
Pancreatitis	1.50	< 0.001	1.46	< 0.001	1.50	< 0.001	1.46	< 0.001
Diverticulitis	0.06	0.43	0.09	0.25	0.06	0.43	0.09	0.24
Non-WRHA	−0.48	< 0.001	—	—	−0.48	< 0.001	—	—
Referral hospital					−0.09	0.020	−0.08	0.027
Referral hospital × intervention					−0.20	< 0.001	−0.19	< 0.001
Level effects								
6 mo	0.06	0.15	0.07	0.10				
12 mo	0.10	0.021	0.13	0.004				
18 mo	0.15	0.008	0.20	0.001				
Total	$F = 158.92$, $p < 0.001$, $R^2 = 0.21$, $n = 6604$		$F = 142.53$, $p < 0.001$, $R^2 = 0.20$, $n = 5779$		$F = 136.25$, $p < 0.001$, $R^2 = 0.21$, $n = 6604$		$F = 120.54$, $p < 0.001$, $R^2 = 0.20$, $n = 5779$	

WRHA = Winnipeg Regional Health Authority.

Table S2. Time* to inpatient admission, for admissions through the emergency department and total admissions, log

	Group; subgroup; estimate, p value							
	ED admissions				All admissions			
	All patients		WRHA patients		All patients		WRHA patients	
Variable	estimate	p	estimate	p	estimate	p	estimate	p
Intercept	−2.43	< 0.001	−1.69	< 0.001	−2.50	< 0.001	−1.48	< 0.001
Intervention	−0.19	0.06	−0.28	0.006	1.20	< 0.001	0.39	0.10
Month	0.01	< 0.001	0.01	< 0.001	−0.02	< 0.001	0.00	0.51
Intervention × month	0.00	0.09	0.01	0.013	−0.03	< 0.001	−0.01	0.06
Age, 10 yr	0.03	< 0.001	0.03	< 0.001	0.02	0.06	0.00	0.99
Sex, male	−0.12	< 0.001	−0.13	< 0.001	−0.04	0.27	−0.06	0.05
Appendicitis	−0.01	0.52	−0.01	0.62	0.49	< 0.001	0.49	< 0.001
Cholecystitis	0.22	< 0.001	0.24	< 0.001	0.52	< 0.001	0.53	< 0.001
Intestinal obstruction	0.09	< 0.001	0.10	< 0.001	0.43	< 0.001	0.49	< 0.001
Pancreatitis	0.04	0.18	0.05	0.13	0.37	< 0.001	0.45	< 0.001
Diverticulitis	0.11	0.001	0.14	< 0.001	0.47	< 0.001	0.51	< 0.001
Non-WRHA	−0.83	< 0.001	—	—	−1.82	< 0.001	—	—
Level effects								
6 mo	−0.02	0.36	−0.04	0.14	−0.08	0.20	−0.03	0.57
12 mo	0.00	0.95	−0.01	0.83	−0.25	< 0.001	−0.09	0.17
18 mo	0.02	0.57	0.03	0.47	−0.41	< 0.001	−0.15	0.08
Total	$F = 174.20$, $p = < 0.001$, $R^2 = 0.13$, $n = 13\ 292$		$F = 55.36$, $p < 0.001$, $R^2 = 0.04$, $n = 11\ 847$		$F = 153.54$, $p = < 0.001$, $R^2 = 0.10$, $n = 14\ 507$		$F = 26.39$, $p < 0.001$, $R^2 = 0.02$, $n = 12\ 622$	

ED = emergency department; WRHA = Winnipeg Regional Health Authority.
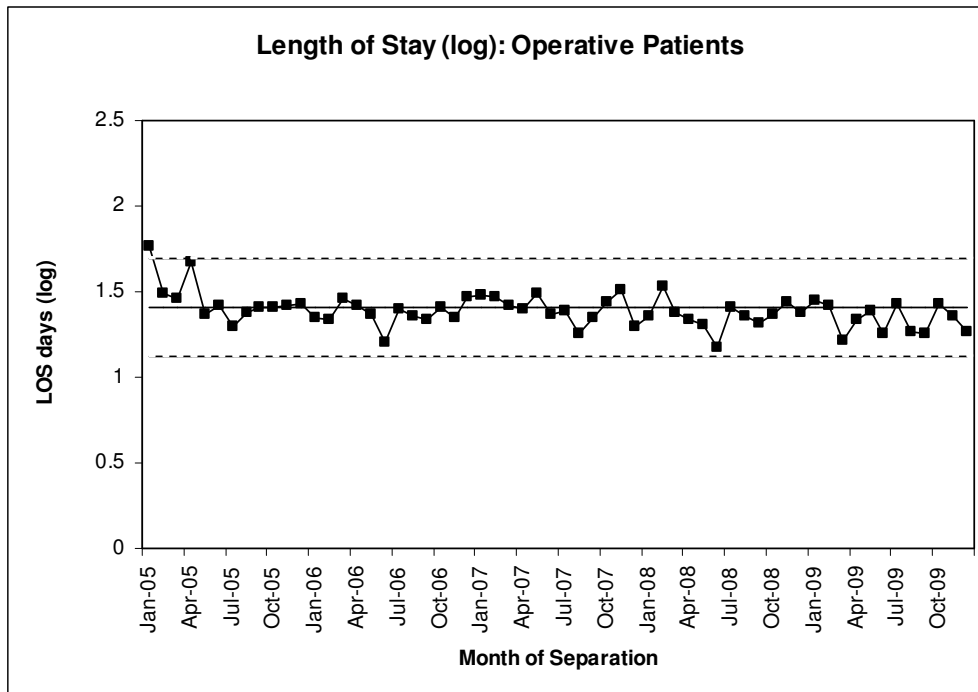*Since zero has no logarithm, times of zero were recoded as 30 seconds.

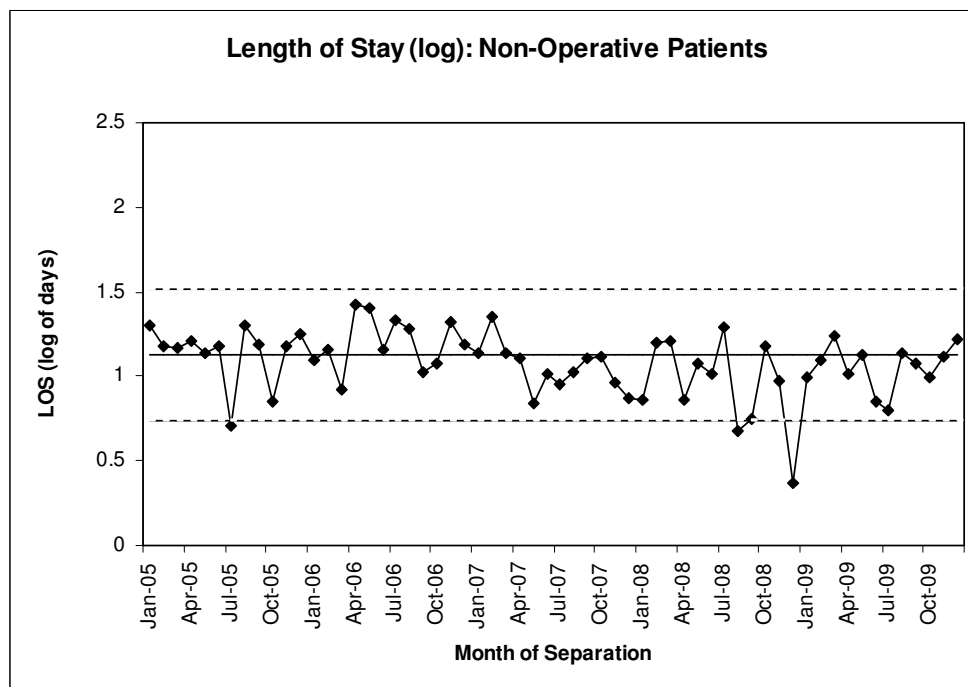**Fig. S5.** Length of stay (LOS) for operative patients.

Fig. S6. Length of stay (LOS) for nonoperative patients.

Table S3. Length of stay, log

Variable	Group; estimate, *p* value					
	All patients		Operative		Nonoperative	
Intercept	0.88	< 0.001	0.83	< 0.001	0.15	0.56
Intervention	−0.25	0.07	0.00	0.99	−0.70	0.007
Month	0.00	0.70	0.00	0.32	0.01	0.08
Intervention × month	0.01	0.06	0.00	0.89	0.01	0.008
Age, 10 yr	0.13	< 0.001	0.17	< 0.001	0.05	< 0.001
Sex, male	−0.06	0.001	−0.06	0.002	−0.11	0.001
Appendicitis	−0.44	< 0.001	−0.44	< 0.001	0.51	< 0.001
Cholecystitis	−0.09	0.002	−0.13	< 0.001	0.36	< 0.001
Intestinal obstruction	0.46	< 0.001	0.60	< 0.001	0.43	< 0.001
Pancreatitis	0.74	< 0.001	0.39	< 0.001	0.86	< 0.001
Diverticulitis	0.56	< 0.001	0.90	< 0.001	0.46	< 0.001
Non-WRHA	0.29	< 0.001	0.26	< 0.001	0.27	< 0.001
Operative	0.67	< 0.001	—	—	—	—
Level effects						
6 mo	0.00	0.96	0.02	0.59	−0.06	0.38
12 mo	0.03	0.41	0.02	0.57	0.03	0.69
18 mo	0.06	0.18	0.03	0.62	0.11	0.20
Total	$F = 227.53, p < 0.001,$ $R^2 = 0.17, n = 13\ 729$		$F = 282.99, p < 0.001,$ $R^2 = 0.27, n = 8\ 447$		$F = 36.24, p < 0.001,$ $R^2 = 0.07, n = 5\ 282$	

WRHA = Winnipeg Regional Health Authority.

Table S4. Rates of 30-day readmission, mortality and complications

Variable	Group; estimate, *p* value					
	Readmissions		Mortality		Complications	
Intercept	−2.37	< 0.001	−9.07	< 0.001	−3.09	< 0.001
Intervention	−0.02	0.93	−0.39	0.36	0.42	0.21
Date, 30 d	0.00	0.56	0.01	0.43	−0.01	0.21
Intervention × Date, 30 d	0.00	0.61	0.01	0.37	−0.01	0.27
Age, 10 yr	0.08	< 0.001	0.66	< 0.001	0.16	< 0.001
Sex, male	0.04	0.11	0.04	0.50	0.08	0.09
Appendicitis	−0.47	< 0.001	−2.55	0.002	−0.41	0.004
Cholecystitis	−0.11	0.08	−0.70	0.015	−0.57	< 0.001
Intestinal obstruction	0.06	0.34	0.73	0.001	0.66	< 0.001
Pancreatitis	0.44	< 0.001	0.79	0.004	−1.24	0.003
Diverticulitis	−0.21	0.020	0.57	0.031	1.31	< 0.001
Non-WRHA	−0.11	0.004	0.25	0.001	0.27	< 0.001
Operative	−0.18	< 0.001	0.33	< 0.001	—	—
Level effects						
6 mo	0.08	0.10	−0.01	0.94	0.07	0.41
12 mo	0.09	0.08	0.04	0.70	0.02	0.80
18 mo	0.10	0.12	0.09	0.51	-0.02	0.85
Total	$-2 \log L = 10593.81$ $n = 13\ 652$		$-2 \log L = 2658.32$ $n = 14\ 429$		$-2 \log L = 3687.22$ $n = 8\ 719$	

WRHA = Winnipeg Regional Health Authority.