
CONTEST PROBLEM 12***IIE/RA Contest Problems*****Twelfth Annual Contest: Rocksoft City Hospital¹**

Rocksoft City Hospital is a non-profit urban hospital established in 1956 to supply the best in quality health care to the community. For its first 40 years, the hospital was a thriving institution, but over the last 10 years, increases in patient demand and costs have put significant pressures on all parts of the hospital — especially the Emergency Department (ED). Patients in ED compete with those from outpatient imaging and the scheduled elective surgery center for medical personnel, examination and operating rooms, imaging and laboratory services. Increasingly, ED arrivals are not being seen in a timely manner, impacting both quality of care and revenues.

The board of directors has heard many of their colleagues bragging about how a simulation analysis improved their operations, reduced costs, or both. Therefore, the board has hired you to analyze the hospital system and recommend improvements.

Facility Details

The ED is one of four adjacent departments that are part of this full-service hospital. The other three departments are Imaging, Lab, and Surgery, all of which provide service to the ED as well as to the rest of the hospital. Expansion capability is limited to two rooms adjacent to the existing ED.

The ED consists of:

- One check-in counter
- One 2-desk registration area adjacent to check-in
- Six standard treatment rooms, generally used for non-critical patients
- Two trauma rooms, generally used for critical patients

Diagnostic Imaging consists of:

- One imaging area (in which only a single person can be seen at a time)
- (The process to analyze the images is outside the scope of this model)

The Diagnostic Lab consists of:

- Two draw stations where blood and urine samples are collected
- (The process to analyze the lab work is outside the scope of this model)

Surgery consists of:

- Three operating rooms (ORs)
- (Detailed OR operation is outside the scope of this model)

¹We express our gratitude to the Society for Health Systems for their assistance in the development of this contest problem.

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Yi-Tong Ma



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