EMERGENCY! – Player Instructions

Overview

You have been placed in charge of a hospital's emergency department. Your task is to make a daily staffing plan so that you stay within your operating budget, but try to avoid making patients wait. Taking care of patients generates revenue and forcing patients to wait incurs penalties.

Your objective in EMERGENCY! is to maximize operating profit (revenue minus expenses and penalties) by allocating staffing resources to best satisfy patient demand.

Your ED

Your emergency department has 16 rooms that can be staffed, but not all must be staffed. Depending on the staffing level assigned to each room, the daily cost of keeping that room open is as follows:

Room Staffing Level	Types of Patients Accommodated	Operating Cost per Day
High Acuity (A)	**A**, **B** & **C**	$3,900
Medium Acuity (B)	**B** & **C**	$3,000
Low Acuity (C)	**C**	$1,600

Your Patients

The average daily patient demand for your ED is as follows:

- 21 **A (red)** patients (ESI 1 & 2; trauma/critical); each **A** patient occupies an *A* room for 4 hours
- 38 **B (yellow)** patients (ESI 3; stable, but urgent); occupies an *A* or *B* room for 3 hours
- 41 **C (blue)** patients (ESI 4 & 5; non-critical); occupies an *A*, *B*, or *C* room for 2 hours

✪Note: Type **A** patients may only be placed in level *A* rooms; **B** patients may be placed in *A* or *B* rooms; and **C** patients may be placed in any level of room (*A*, *B*, or *C*).

STEP 1: Determine Staffing Levels and Open Exam Rooms

You have a daily staffing budget of $42,000. You may spend any amount up to that limit.

Now, using the table on the previous page, determine how many of each type of room staffing level (*A*, *B*, and *C*) you want to allocate for the day and select that many room cards of each type. Place the room cards in the Exam Room spaces on the *EMERGENCY!* game mat (as shown).

EXAMPLE: If you were to staff 3 *A* rooms, 3 *B* rooms, and 3 *C* rooms, you would locate 3 room cards of each type.


✪Note: Any funds from your budget that you choose not to spend will contribute to your operating profit.

STEP 2: Simulate a Day in Your ED

Each hour of the day in your ED follows this sequence of events (A – E):

A) First, move any waiting patients (in the waiting room area) into empty exam rooms that can accommodate them (as many as you want to and are able to). When the simulation first starts, there may be no waiting patients.
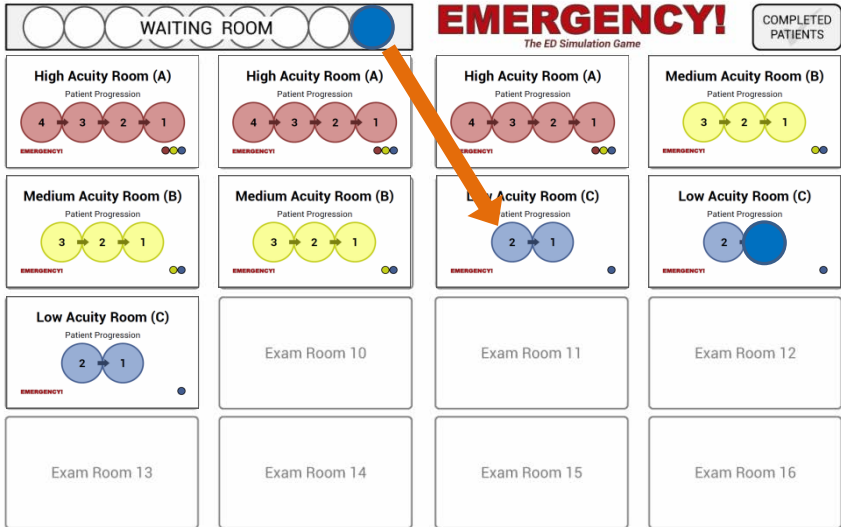
B) Second, new patients arrive. The game moderator will announce how many of each kind of patient (**A**, **B**, and **C**) have just arrived at your ED. Retrieve the announced numbers of patient tokens (**red tokens** for **A** patients, **yellow tokens** for **B**, and **blue tokens** for **C**) from the supplied bags and place them in empty exam rooms.

- an **A** patient going to an *A* room is initially placed on the (4) circle in that room
- a **B** patient going to an *A* or *B* room is initially placed on that room's (3) circle
- a **C** patient going to an *A*, *B*, or *C* room is initially placed on that room's (2) circle

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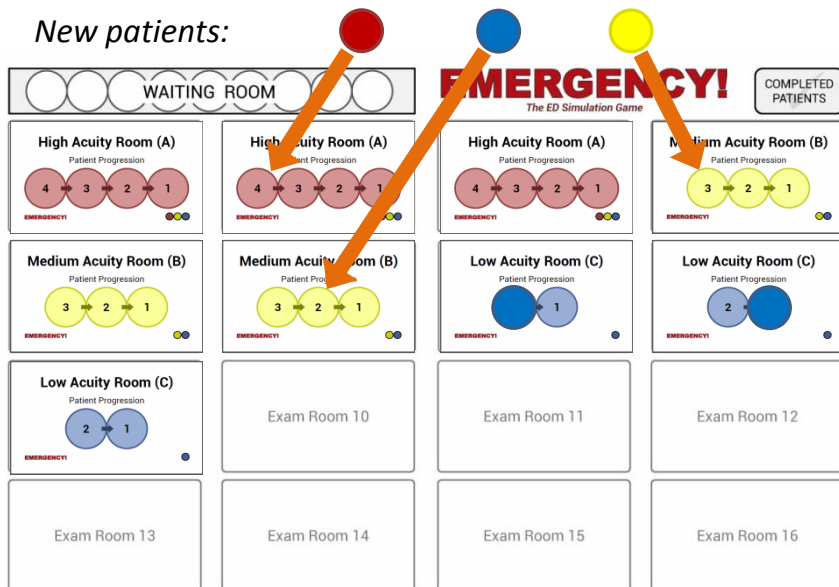
New patients:

Any patients who cannot be accommodated in an exam room are placed in the **waiting room area** (upper left of game mat). Note that while you may choose to fill every available exam room, *you are not required to do so.*

✪Remember: **A (red)** patients may only be placed in *A* rooms, but **B (yellow)** patients may go into *A* or *B* rooms, and **C (blue)** patients may be placed in *any* available rooms.

C) Third, record system status on the Tracking worksheet*
    for each of the following metrics (see diagram next page):
    1. the number of occupied High Acuity (*A*) Rooms
    2. the number of occupied Medium Acuity (*B*) Rooms
    3. the number of occupied Low Acuity (*C*) Rooms
    4. the number of patients of each type (**A**, **B**, and **C**)
        currently in the waiting room
    5. the total number of patients placed in rooms staffed
        above the patient's triage level (for example, if you
   choose to put a **B** patient in an *A* room)
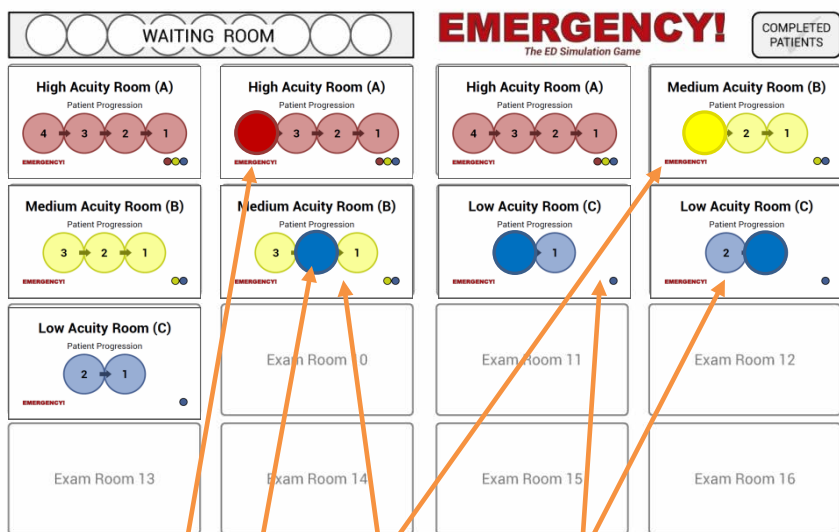
Example: metric #1 = 1, metric #2 = 2, metric #3 = 2, metric #4 = zero, and metric #5 = 1.

D) Fourth, determine any crowding-related events:
1. *Left without being seen (LWBS):* For each **B (yellow)** and **C (blue)** patient currently in your waiting room, roll the 20-sided die. If a 20 (twenty) is rolled, that patient has voluntarily left the ED. Remove that patient token from your waiting room and place it aside (do NOT place it in the "Completed Patients" cup). Record the total number of patients who left this hour in the LWBS column on your Tracking worksheet.
2. *Patient harmed from neglect:* For each **A (red)** patient in the waiting room, roll the 20-sided die. If a 20 (twenty) is rolled, that patient has been harmed due to delay of care. Record the total number of patients harmed this hour in the Harmed While Waiting column on your Tracking worksheet.

E) Finally, provide care and advance patients:
1. Move each patient token in an exam room to the next "Patient Progression" circle to the right.
2. If the patient is already in the rightmost circle of the exam room, move the patient to the "Completed Patients" area on the game board (use included cup).
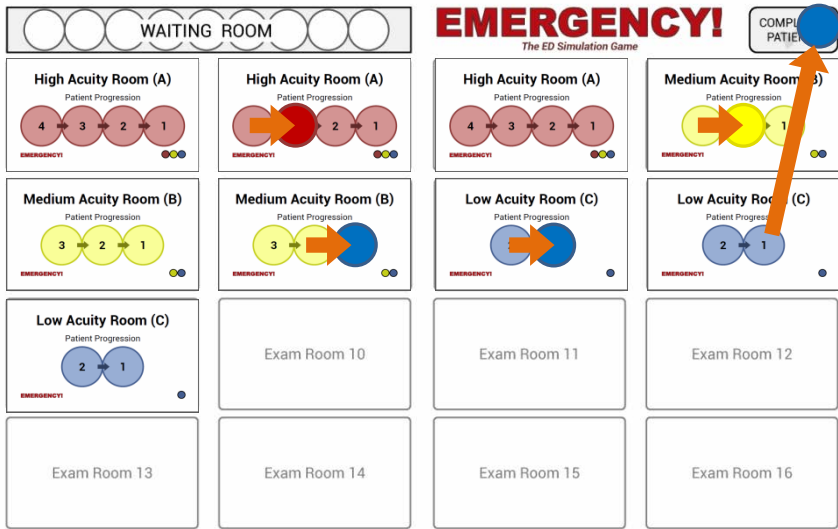
✪Tip: Move patients in rooms in the same order each round so as to make sure you don't accidentally progress a patient twice in one hour or forget to progress a patient entirely.

Repeat steps A – E for each hour (round) until the game moderator ends the simulation.

*To download the player Tracking/Scoring Excel® spreadsheet, point a browser to www.happyharpygames.com/emergency

Game Contents:
The following items are supplied and required for the game:

- One 16" x 10" game mat
- 21 room cards
- 50 red **A** patient tokens
- 50 yellow **B** patient tokens
- 50 blue **C** patient tokens
- 1 20-sided die
- 1 cup (for "completed patients" tokens during play)
- 1 player instruction pamphlet (this document)
- Game tracking and scoring Excel® spreadsheets
  - ➢ to download a copy for use during play, go to
    www.happyharpygames.com/emergency

If one or more items are missing, please let the instructor know before the simulation begins.

A note about realism: This game simulates a greatly simplified emergency department. It is not intended to incorporate most, or even many, of the complexities that occur in real EDs. Its goal is to help illustrate a few specific concepts to students, and simplifying or removing much of the real-world detail and variability helps accomplish that.

EMERGENCY!
The ED Simulation Game

Design and Development
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