Week 5 Assignment

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LAYING OUT ARNOLD PALMER HOSPITAL’S NEW FACILITY

1. Identify the many variables that a hospital needs to consider in layout design.

There are many different variables that a hospital needs to consider when developing a layout design. Among those variables is the specialty of the hospital – does there need to be a lot of operating rooms, or will the hospital deal with more trauma or specialized areas. The flow of personnel, equipment and materials is of upmost importance when considering the layout. How easily will nurses and doctors get to the patients, and how much time will it take them to go from point “A” to point “B”? A hospital tends to be more process oriented and, therefore; should be designed as such. Work cells provide the ability for personnel to perform certain functions in one specific place. Another variable that hospitals need to consider in layout design is the family of the patient. Patients will have visitors – some more than others – and they must be able to have privacy and be able to visit with their loved one in a comfortable setting.

2. What are the advantages of the circular pod design over the traditional linear hallway layout found in most hospitals?

One of the advantages of the circular pod design is that it keeps the work cells closer to the patients. The pod design allows for one centralized place for nurses and doctors to work from. Rather than having to travel down long linear hallways, physicians and nurses are able to be closer to the patients and their equipment.

3. During a period of random observation, nurse Thomas Smith’s day includes 6 trips from the nursing station to each of the 12 patient rooms (back and forth), 20 trips to the medical
supply room, 5 trips to the break room, and 12 trips to the linen supply room. What is his total distance traveled in miles?

During the day, Thomas Smith walked 1 mile and 72 feet.

4. If nurse Susan Jones’s day includes 7 trips from the nursing pod to each of the 12 rooms (back and forth), 20 trips to central medical supply, 6 trips to the break room, and 12 trips to the pod linen supply, how many miles does she walk during her shift? What are the differences in the travel times between the two nurses for this random day?

During the day, Susan Jones walked 1 mile and 528 feet.

5. The concept of servicescapes is discussed in this chapter. Describe why this is so important to Arnold Palmer Hospital and give examples of its use in layout design.

The concept of servicescapes is huge at the Arnold Palmer Hospital. Servicescapes is very important to the recovery of the patient, visitors that come to the hospital, and the employees. The recovery of the patient is key…the rooms at the Arnold Palmer Hospital are painted in warm colors, the rooms are private, there are oversized windows in the rooms, and they have Murphy beds for visitors and family to rest on. In the neo-natal area, there are privacy curtains and warmer colors for the babies. As the video pointed out, babies heal and grow faster in this environment than compared to the traditional neo-natal areas in the traditional hospital. Visitors that come to the hospital do not feel like they are in a hospital. The Arnold Palmer Hospital is designed such as to give everyone visiting a sense of calmness and serenity. Employees enjoy the more homey atmosphere when compared to a traditional sterile hospital environment as well.
HARD ROCK’S HUMAN RESOURCE STRATEGY

1. What has Hard Rock done to lower employee turnover to half the industry average?
   What a unique approach the Hard Rock Café has to their employees. Employees are offered a benefit package at only 19 hours a week – most companies don’t provide benefit packages until a person is working at least 36 hours a week. The Hard Rock Café provides a unique and fun atmosphere in which to work, they appreciate individuality, and they provide training for each and every person to develop their skills and promote them within the company. On top of that, at an employee’s 10 year anniversary, they receive a gold Rolex watch – whether they are the busboy or the CEO.

2. How does Hard Rock’s human resource department support the company’s overall strategy?
   To support the overall strategy of the Hard Rock Café, the human resources department provides personal and professional development training. They provide quality and teamwork building training. The Hard Rock Café is always looking for the ‘best qualified’, not necessarily the ‘best available’. They can take their time and invest in the right person for the job…..and not just provide a warm body in a position.

3. How would Hard Rock’s value system work for automobile assembly line workers? (hint: Consider Hackman and Oldham’s core job characteristics.)
   I think Hard Rock’s value system would look much different for automobile assembly line workers. The Hard Rock Café affords employees the opportunity to do their job in an individual way, whereas an assembly line worker doesn’t have that freedom. Assembly line workers are
performing the same function over and over again, whereas the Hard Rock Café employees provide a different experience for their customers many different times a day. The Hard Rock Café value system can, however, provide a more highly trained assembly line worker, since one of their values is to provide the employee with the best possible training.

4. **How might you adjust a traditional assembly line to address more “core job characteristics”?**

I would provide training and incentive programs that make the assembly line a positive place for the employees to be. I would also look for the ‘best qualified’ individuals to fill the open positions, rather than just someone who may be available and not truly fit into the atmosphere.