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From the President

It has been a pleasure to serve as the president of the Health Applications Society (HAS) during 2014. I am grateful for the support and collegiality of the HAS officers as well all the support and participation from the HAS members. I welcome the new HAS officers, and look forward to continuing my service to and interactions with the HAS community in 2015 and beyond. HAS derives its strength from its members, so I encourage you to stay engaged with us; together, we can make a difference.

Healthcare systems are complex and face many challenges, which are further exacerbated with the growth of the aging population. In the U.S., more than two-thirds of all health care costs, and more than 95% of healthcare costs for older adults, are for treating chronic illnesses. The cost of providing health care for an older person is 3 to 5 times higher than the cost for someone younger than 65 years old. A recent report by the Centers for Disease Control and Prevention (CDC) in the U.S. highlights fundamental gaps for adults aged 65 and older who are not receiving the recommended services, and the need to link community and clinical strategies that focus on the underserved. The report highlights the importance of a systems approach:

“The challenges underlying the disparities in the use of clinical preventive services are complex and reach beyond the traditional health care arena of patient-provider interactions. Combining forces of the public health infrastructure, aging services network, community-based organizations, and linking to health systems affords a real opportunity to make a difference.”

The complexity and challenges present in healthcare systems worldwide offer tremendous opportunities for the HAS (and more broadly, INFORMS) members to make a positive impact through research and education. Maintaining and improving the health and quality of life requires the participation and collaboration between multiple and diverse entities, including health care providers, governmental and non-governmental agencies, insurance companies, community organizations, patients, family members/caregivers, and the general public, at local, state, and national levels. Systems modeling using “analytics” (including various methodologies such as simulation, optimization, statistics, etc. possibly combined with methods from behavioral sciences and other fields) can enable the measurement and improvement opportunities for temporal, spatial, and other dimensions of access in a healthcare system; enable efficient and effective allocation of medical resources (e.g., for screening and other preventive measures); help us capture important dynamics in disease modeling and evaluate intervention strategies; and provide a framework for analyzing and answering important policy questions. The opportunities for OR/MS researchers continue to grow with the increasing presence and dynamically changing role of information technology, which could create and support new care models (e.g., telemedicine) and payment mechanisms, leading to improvements in health outcomes as well as patient experience and satisfaction, and lower costs.

The level of energy and activities of the HAS members during 2014 reflect the growing interest and impact of our community in healthcare research and practice. The number of HAS members
increased from 400+ in 2010 to around 850+ in 2014. The number of HAS (co)sponsored sessions grew from 27 in 2012, to 37 in 2013, and to 68 (in 4 parallel tracks) in 2014. To continue HAS’s momentum and growth, please invite others to join HAS! The financial position of HAS is strong, thanks to member contributions and support from our sponsors. We are grateful to the Health Systems Engineering Alliance, the Pierskalla Fund, and the Seth Bonder Foundation for their generous support of HAS activities during 2014.

A few of the other highlights from 2014 include the establishment of a new HAS LinkedIn group (please join and invite others!), the establishment of a Practitioner Engagement Committee, and moving HAS to INFORMS Connect. I am grateful to the Practitioner Engagement Committee members and HAS councilors for all their efforts and contributions. Please see page 8 of the newsletter to learn more about the Practitioner Engagement Committee activities and recommendations.

The strength of HAS comes from its members, and your ideas are very important. So I hope you will continue to stay engaged, provide feedback and suggestions to HAS officers regarding current or future activities, and consider volunteering for HAS!

I wish everyone a happy and peaceful holiday season, and all the best for the New Year!

Pinar Keskinocak
HAS President


“Reinventing Value”

For most healthcare organizations, the need to deliver the highest value (best clinical outcomes at lowest costs) has never been greater. Facing the reality of accelerated downward trends on reimbursements, these organizations have to reinvent service delivery across the entire continuum of care. Technological advances and rapidly shifting financial landscapes are increasing pressure to achieve wholesale reconsideration and reconstruction of healthcare delivery models in both inpatient and outpatient settings – especially as the line between these two blurs.

This provides a unique opportunity for the operations research community to showcase their existing methods, to develop innovative techniques for addressing emerging challenges at all levels of healthcare delivery, and capitalize on increased interest to achieve implemented solutions and testable outcomes.
Spurred by these developments, INFORMS started a thematic conference in 2011 focused on healthcare. The first edition of the conference was held in Montreal, Canada; the second, in 2013, was in Chicago. The third will be in Nashville, Tennessee!

On behalf of the general chairs – Robert Dittus, M.D., M.P.H., and M. Eric Johnson, Ph.D. – I would like to extend an invitation to all Health Applications Society members to participate in the INFORMS Healthcare 2015 conference in Nashville, Tennessee, from July 29 through July 31.

Preparations for the conference are well underway, and many of you have likely already been approached to create sessions or present your research in invited sessions. Please visit the conference website and reach out to invited cluster chairs or technical co-sponsor chairs if you would like to create 90-minute technical sessions with three or four presenters.

There are several other ways to participate in the conference:

1. Upload an abstract for a contributed session.
2. Participate in the Best Poster Competition by uploading a poster for the special poster session. All submitted posters are automatically entered in the poster competition.
3. Participate in the HAS Best Student Paper Competition

Several opportunities for professional development, as well as networking events, are being planned:

1. At Vanderbilt
   a. Vanderbilt University and the Vanderbilt University Medical Center are planning field trips and social events on July 28 (a day before the start of the conference). Potential site visits include Vanderbilt’s Case Cart Operation Center, and rounding of places and processes involved in different aspects of patient flow (for example, bed assignment, laboratory processes, etc.)
   b. Vanderbilt is also working on organizing an evening reception on July 27.
2. At INFORMS Conference
   a. Evening reception on the first day of the conference
   b. Networking and awards lunch on the second day of the conference

Participants of the conference will have the opportunity to enjoy all that Nashville has to offer. Nashville has earned such accolades as the “South’s Red-Hot Town” (Time magazine), “one of the top five travel destinations to visit in the world in 2013” (Condé Nast Traveler), and “One of the Top 50 Meeting Destinations in the United States” (Cvent). Nashville’s healthy economy and enviable quality of life have attracted a large influx of newcomers over the last decade, and these transplants have positively enhanced the city.

Nashville is known as “Music City,” with the Grand Ole Opry, famed Music Row, and live country music on nearly every corner (even in the airport!), but today, Nashville’s definition extends far beyond that label. New York Magazine recently reported, “Nashville identifies itself first and foremost as a music town. It’s an eating, drinking and hard-partying arts town too.” Nashville has become one of the South’s hottest culinary destinations with some of the top chefs in the nation concocting dishes to delight every palate. Inventive restaurants such as Virago, Sinema, Marché Artisan Foods, Prime 108, Rolf and Daughters, Catbird Seat, Etch, and Patterson House
(just to give a sample) are part of a growing list of exciting restaurants that guarantee you’ll dine well while in town.

The hit TV series *Nashville* has produced a new wave of country music fans that flock to honky tonks lining Lower Broadway. Ryman Auditorium, the Mother Church of Country Music, must be on the auditory bucket list. Nashville is a full-spectrum music and arts scene, with venues throughout the city featuring classical, blues, rock, and just about any other genre imaginable. Nashville’s cultural scene is also booming.

Located on the banks of the Cumberland River, Nashville has experienced significant change over the last decade, including many additions to the skyline.

The stately Schermerhorn Symphony Center stages world-class orchestral events, while the Tennessee Performing Arts Center is home to outstanding opera, dance and theater performances. The Frist Center for the Visual Arts, housed in a historic Art Deco U.S. Post Office building downtown, hosts spectacular displays of art from around the world. One of the more distinctive buildings in the city’s center is the Country Music Hall of Fame® and Museum. The building’s exterior features windows that mirror piano keys, the northwest corner of the building juts out like the tail fin of a 1950s Cadillac, and when viewed from the air, the building resembles a bass clef. The interior is no less impressive, and the exhibits related to the city’s wealth of country music history might well convert those who’ve never once worn a cowboy hat. If you’re a rock & roll fan, you need explore the genesis of your music at the CMHF.

The Country Music Hall of Fame® and Museum, site of the AUA Saturday Night Social Event Reception and Dinner, has more than 2 million artifacts in its collection, showcasing one of our nation’s foundational music forms.
Housed in an historic Art Deco Post Office, the Frist Center for the Visual Arts in the heart of Nashville offers world-class art exhibits and family-oriented educational activities.

As you can tell, we’re pretty proud of both our city and our academic undertakings here at Vanderbilt. We can’t wait to share both during the INFORMS Healthcare 2015 conference. If you have any questions, please feel free to contact me. For help in planning your free time in our city, visit www.visitmusiccity.com. Also, check out this wonderful snapshot video (http://nyti.ms/1z3Vcxx) of Nashville from The New York Times. We’ll see you soon!

Program Chair, INFORMS Healthcare 2015
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A Proposed New INFORMS Healthcare Journal

Healthcare is an important and rapidly growing area for the application of OR/MS. At every level of decision making, we face complex decision problems about how to allocate and deploy our healthcare resources in the most efficient and effective manner. Such problems occur in both developed and developing countries. Developed countries face problems including aging populations, high levels of chronic disease, high cost of care, non-optimal allocation of health care resources, inefficient delivery of care, and limits on available healthcare resources. Developing countries face problems including aging populations, high levels of infectious disease, increasing levels of chronic disease, high childhood mortality, insufficient healthcare infrastructure, and limited healthcare resources. OR/MS can contribute significantly to finding good solutions to the healthcare problems faced in both developed and developing countries. The INFORMS Health Applications Society (which was a Section a few years ago, and a relatively small group of people not long before that) has grown rapidly in recent years, reflecting the...
potential of OR/MS to contribute to the healthcare application area and the interest of INFORMS members in working on these important problems.

Many members of the Health Applications Society find that INFORMS does not have a suitable publication outlet for their work. *Operations Research* has a policy modeling and public sector OR area (but not all healthcare studies deal with policy or the public sector). *Management Science* has no specific healthcare area (although one could submit papers to the behavioral economics or decision analysis areas, or the operations management, optimization, or stochastic models and simulation areas). *Interfaces* publishes only papers that report successful implementation of an analysis. An INFORMS healthcare journal could serve as a single, focused outlet for work on OR/MS applied to healthcare.

Recently I submitted a preliminary proposal to the INFORMS Publication Board, detailing my thoughts about the possibility of an INFORMS health journal. I envision such a journal as being analogous to the journal *Manufacturing and Service Operations Management*: a high-quality, high-prestige INFORMS journal designed to showcase the very best work in this area.

The proposed journal would cover the range of OR/MS applications in healthcare. Very broadly, these include studies in healthcare operations management, healthcare policy, and clinical decision making. The journal would publish both methodological and applied contributions. These may include papers reporting on theoretical analyses (for example, a model for optimal control of an infectious disease), high-quality empirical studies (for example, an analysis of waiting times and patient flows in an emergency department), high-impact applications (for example, a patient scheduling system that significantly cut a hospital’s costs and improved patient satisfaction), policy studies (for example, analysis of the best means of diagnosing and treating pulmonary embolisms) and commissioned reviews (for example, a review of the state of the art of behavioral economics as applied to health).

The journal would likely be published quarterly, with 6-8 articles per issue. Limiting the number of issues in this way is intended to maintain a high quality standard for acceptance and to ensure that the journal is a desirable place for scholars and practitioners to publish their best work.

I envision an editorial board of perhaps 15 accomplished individuals who collectively cover the range of topics published by the journal. These would include experts in the application of OR/MS to healthcare operations management, healthcare policy, and clinical problems, and individuals whose intellectual focus collectively includes a broad range of OR/MS techniques and related techniques for healthcare applications.

For broadest visibility, it is important that the journal be indexed in Medline so that individuals in healthcare beyond the operations research and management science professions learn of the journal’s contents.
I plan to develop a more detailed proposal for the INFORMS Publication Board soon, and in the meantime I welcome input from members of the Health Applications Society about this exciting possibility.

Margaret Brandeau
Coleman F. Fung Professor of Engineering and Professor of Medicine (by Courtesy)
Stanford University
brandeau@stanford.edu

Health Applications Society Practitioner Engagement

In an effort to grow healthcare operations research practitioners’ involvement within INFORMS, and HAS in particular, the Practitioner Engagement Committee was established. The committee was charged with undertaking initiatives and advising HAS Executives on ways to more effectively engage practitioner members.

The committee consists of representatives from leading healthcare delivery organizations:
- Christopher Strömblad, *Geisinger Health System*
- Tarun Mohan Lal, *Mayo Clinic*
- Yiscah Bracha and Smriti Neogi, *Cincinnati Children’s Hospital*

Three HAS council members served as advisors to the Practitioner Engagement Committee:
- Alexander Gutfraind, *University of Illinois at Chicago*
- Benjamin Armbruster, *Northwestern University*
- Jennifer Mason, *University of Virginia*

After the first meeting, held in October 2013, the committee developed a vision and summarized four overall objectives that each potential initiative would support:
- Grow the number of individuals and organizations within INFORMS and beyond, that are dedicated to improving health outcomes and care
- Establish and enhance mutually beneficial collaborations for improving health outcomes and care between academic institutions and healthcare delivery organizations
- Integrate current practice, education, and research as applied to healthcare delivery
- Create visibility around opportunities and barriers for researchers and practitioners to contribute to improved health outcomes and care

To achieve these goals the committee developed multiple initiatives including a healthcare practitioner panel discussion at the 2014 Annual INFORMS Meeting, efforts to measure the current practitioner engagement level within INFORMS, and future webinars aimed at discussing topics relevant to healthcare organizations. Additional initiatives are in progress and will be pursued based upon the interest and support for the society. The vision, key findings, and initiative details were presented to HAS leadership for approval and a summary was presented at the 2014 HAS Business meeting.
Future potential initiatives include collaborations with other practitioner focused INFORMS societies and assessing the interest for a healthcare practitioner paper competition. We look forward to continuing our commitment to support the practitioner engagement goals and urge your participation in these endeavors.

Christopher Strömblad
Chair, 2014 HAS Practitioner Engagement Committee

Health Applications Society Members Contributed Strongly To the Highly Successful Health System Optimization Workshop in Chicago, IL

Thanks to the organizing committee, over 150 attendees both from the medical and operations research communities, 5 plenaries, 12 technical sessions, 1 panel discussion, and 30 posters, a strong attendee presence during general reception, networking lunches, the Health System Optimization Workshop in Chicago was a grand success. This two-day workshop (12-13 September, 2014) was co-hosted by the Center for Engineering and Health at the Institute for Public Health and Medicine of the Northwestern University Feinberg School of Medicine and the Robert R. McCormick School of Engineering and Applied Science at Northwestern University. With nearly 40% of the attendees being students, postdocs or medical residents, the future of operations research and management science applications in healthcare appears brighter than ever before.

Sponsored by the National Science Foundation, Cerner Corporation™, FlexSim™, and Ce-PIM at Northwestern, this special topic conference, the first of its kind within US, was very timely as US healthcare is going through a major change with pressure to reduce cost, improve patient safety and healthcare delivery. The Affordable Care Act is transforming the dynamics of healthcare delivery in the United States and the ripple effects of this change will be felt worldwide. The health systems optimization community is ideally positioned to provide technical expertise to lead this change. Concurrently, the richness and complexity of many health system challenges have the potential to advance the field of mathematical modeling and optimization. This workshop was intended to accelerate the exchange of such research ideas and problems. The interdisciplinary approach offered the opportunity to initiate and foster research collaborations amongst these two fields in order to more efficiently address the next generation of health systems challenges.

During the welcome address, Dr. Rowland Chang, the director of the Institute for Public Health and Medicine of the Northwestern University Feinberg School of Medicine, pointed out the important and complementary role that the fields of operations research and healthcare play to mutually enhance the other field. He exemplified the impactful contributions that Northwestern’s Center for Engineering and Health already had to address fundamental problems. Dr. Sheldon Jacobson, the director of Simulation & Optimization Lab at the University of Illinois Urbana Champaign, was the first keynote speaker on the topic of operations research.
and healthcare. The key asset that operations researchers bring to the healthcare field was identified to be the way in which they approach and analyze problems. Equipped with analytical thinking, operations researchers are well positioned to meet the challenges faced by healthcare systems, when they merge into the daily processes that pose the problems in the clinical settings. Dr. Eva Lee, the director of the Operations Research in Medicine & Healthcare and the co-director of NSF I/UCRC Center for Health Organization Transformation at the Georgia Institute of Technology, was the second keynote speaker and discussed the key role that risk and decision models and predictive analytics can play in transforming the healthcare delivery system. She demonstrated that many problems in early disease diagnosis, treatment planning, and healthcare operations can be formulated into mathematical models which allow the use of advanced optimization and decision analysis techniques.

On the second day, Dr. Victoria Jordan, the executive director of Strategic Management & Systems Engineering in the office of Performance Improvement at University of Texas M.D. Anderson Cancer Center, was the first plenary speaker and gave a detailed introduction into the six health institutions at the UT system that are partnering to implement systems engineering in healthcare. The goal of this approach is to also serve as a model for collaboration across academic and healthcare institutions, allowing costs and waiting time reduction along with safer processes and more effective care. She discussed eight actions that the UT system is taking to use systems engineering to deliver a safer, more efficient and patient-centered healthcare delivery. The following panel discussion on the potential value of integrated medical database included Jay Bhatt, Chief Strategy and Innovation Officer of the Chicago Department of Public Health, Abel Kho from Divisions of General Internal Medicine and Biomedical Informatics at Northwestern University and co-executive director of the Chicago Health IT Regional Extension Center Informatics Lead, and Ron Price, the Associate Vice President of Informatics and Systems Development at Loyola University’s Health Sciences Division. They discussed how the linking of health records across different sites can improve the effectiveness of epidemiologic studies and pointed to the initiatives that aim to connect data warehouses for this purpose. The panelists casted a vision of the role of health data integration and advanced analytic tools in improving care at small and large scales. Dr. Heather Woodward-Hagg, the director of the National Veterans Engineering Resource Center and the director of VA Center for Applied Systems Engineering was the second plenary speaker. She gave an overview the structure of Veterans Engineering Resource Centers nationwide and showcased how these centers have successfully translated and integrated systems engineering into the VA healthcare delivery. She illustrated that the next steps of this program will include improved field integration, diffusion, and dissemination of enterprise-level health system engineering initiatives. She discussed and provided examples for how the field of systems engineering can optimize clinical and non-clinical systems as well as identifying challenges during this process. In
the closing plenary, Dr. Michael Katehakis from Rutgers University discussed a multi-armed bandits model in data-driven healthcare analytics.


We appreciate the support of our sponsors, allowing us to provide travel support to 20 graduate students and postdocs as well as invited plenary speakers. We would like to congratulate our student poster award winners Arkajyoti Roy (Northwestern / Purdue) and Shannon Harris (University of Pittsburg) for their achievement.

We are grateful to the members of the organizing committee, Turgay Ayer from Georgia Institute of Technology, Hari Balasubramanian from University of Massachusetts Amherst, Amarnath Banerjee from Texas A&M University, C. Hendricks Brown from Northwestern University, Satyender Goel from Chicago Health IT Regional Extension Center, Diwakar Gupta from University of Minnesota, Allen Holder from Rose-Hulman Institute of Technology, Nan Kong from Purdue University, Mark P. Van Oyen from University of Michigan, Burhaneddin Sandikçi from University of Chicago, Karen Smilowitz from Northwestern University, Vikram Tiwari from Vanderbilt University Medical Center, and Kai Yang from Wayne State University for their efforts in helping organize this workshop. The professionalism of the staff at the Institute for Public Health and Medicine made the work of organizing this workshop much easier. It was truly a pleasure to work closely with all of them in this endeavor.

Sanjay Mehrotra & Omid Nohadani
Co-Chairs,
Health Systems Optimization Workshop

HSEA Update

Launched in 2012, the Health Systems Engineering Alliance (HSEA) is a collaboration of the growing number of health systems engineering (HSE) academic programs engaged in research and teaching about engineered solutions to health promotion and care delivery. Recognizing that many HSE programs are quite new, the goal of the Alliance is to accelerate their development by providing a forum for sharing ideas, materials, and lessons learned on both teaching and research about HSE. In contrast to many other professional groups, HSEA membership is open to university-level academic programs active in HSE rather than individual
researchers, whether or not “engineering” is part of the program name. A total of 41 programs have already joined, including 5 outside the U.S.

Initially the Alliance focus is on education – sharing HSE course materials, student activities, degree/track designs, internship formats, employment opportunities, and faculty/student exchanges. A Course Archive has been established within the website/hub where members can share their course plans, texts and references. During the summer of 2014, students at the University of Toronto created a list of 85 courses related to Healthcare Engineering. They are currently verifying and expanding the information through the coordinators of member universities.

HSEA also focuses on promoting student research. For the second year, HSEA has coordinated a mini-track with 5 sessions at 2014 INFORMS in San Francisco. These sessions are within the Healthcare Applications Society (HAS) cluster at INFORMS. Most sessions are devoted to showcasing student projects in health systems engineering from the HSEA membership. Several travel grants were provided on a competitive basis to assist participants in financing their attendance. In addition, HSEA co-sponsored the HAS reception and business meeting at INFORMS. It is understood that INFORMS will be the best way to synergize efforts and continue stimulating networking where students and educators can interact.

In Spring 2015, HSEA will begin hosting a series of webinars to explore topics related to teaching health systems engineering, and to foster community among the members of HSEA. Initially it is expected that the webinar sessions will focus in the following areas: (1) case studies and other materials for courses at both the undergraduate and graduate levels, (2) setting up and managing capstone projects for undergraduate students, and (3) emerging topics that should be addressed in courses. The first webinar will be in early 2015.

HSEA is governed by a Board elected by its members. Board members for 2014-25 are:

Sharon Johnson, Chair, Worcester Polytechnic Institute
José Zayas-Castro, Past Chair, University of South Florida
Andy Banerjee, Texas A & M
Michael Carter, University of Toronto
Cerry Klein, University of Missouri
Julie Ivy, North Carolina State University
Sanjay Mehrotra, Northwestern University
Sara McComb, Purdue University
Ashlea Bennett Milburn, Treasurer, University of Arkansas
Ken Musselman, Webmaster, Purdue University

José L. Zayas-Castro, Ph. D.
Professor and Associate Dean for Research
University of South Florida
HAS Involvement at 2014 INFORMS Annual Meeting

The health applications society sponsored a cluster of sessions at the INFORMS San Francisco meeting. The cluster had a total of 62 sessions, some of which were co-sponsored with other societies/sections/interest groups. These sessions occupied 4 parallel tracks on all 4 days of the conference. These statistics compare very favorably with 2013 and 2012 INFORMS meetings when HAS cluster had 37 and 28 sessions, respectively. More importantly, the numbers demonstrate continuing strong interest in health care research.

Most sessions were very well attended. I personally attended several sessions and was pleased to note the high level and quality of audience engagement. Presenters faced tough but constructive questions/comments. Many were greatly appreciative of the feedback. These interactions further affirm the growing sense of community among HAS members and the larger community of INFORMS members engaged in health care research.

Diwakar Gupta
HAS Cluster Chair, INFORMS San Francisco

Bonder Scholarship for Applied Operations Research in Health Services

This prestigious scholarship aims to promote the development and application of process modeling and operations research analyses to health care design, delivery and operations. The scholarship provides funding of $5,000 ($US) to support the development of highly qualified individuals and promote the interchange of health services research knowledge in conjunction with INFORMS. The Bonder Scholarship consists of a grant of $4,000 ($US) that is intended to provide financial support for a promising new researcher. In addition, the award winner is eligible for up to $1,000 ($US) of travel funding to support his or her participation in Health Application Section activities at the annual INFORMS conference.

This year’s committee consisted of

- Oguzhan Alagoz, University of Wisconsin-Madison
- Timothy Chan, University of Toronto
- Diwakar Gupta, University of Minnesota
- Beste Kucukyazici, McGill University
- Mark van Oyen, University of Michigan
The committee received 21 applications from USA, Canada as well as Europe and evaluated each application based on potential of the research program for making a significant contribution to the field of applied OR in health care systems as well as the quality of the candidate’s preparation to undertake a program of applied operations research in the field of health care.

The winner for 2014 is **Jonas Jonasson** from **London Business School**. Congratulations Jonas!

Beste Kucukyazici
Chair, 2014 Committee for Bonder Scholarship for Applied Operations Research in Health Services

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**Pierskalla Award**

The Health Applications Society of INFORMS sponsors an annual competition for the Pierskalla Award, which recognizes research excellence in the field of health care management science. The award includes a $1000 honorarium for the best paper presented in a Health Applications Society sponsored session at the annual INFORMS conference. The award is named after Dr. William Pierskalla to recognize his contribution and dedication to improving health services delivery through operations research. Dr. Pierskalla is a Distinguished Professor Emeritus at the Anderson School at UCLA and the Ronald A. Rosenfeld Professor Emeritus, The Wharton School, University of Pennsylvania, and serves as an editor on numerous operations research journals.

Papers are judged by a panel of up to four representatives from the Health Applications Society on contribution to operations research/management science in health care, readability, clarity and organization of the paper, technical content and scope relative to the length of the paper, and originality.

The committee chose two winning papers and two finalists this year. The winning papers are:

“Simultaneous Location of Trauma Centers and Helicopters for Emergency Medical Service Planning” by Soo-Haeng Cho, Hoon Jang, Taesik Lee, and John Turner.

The two additional finalists this year are:

“Dynamic Learning of Patient Response Types: An Application to Treating Chronic Diseases” by Diana Negoescu, Kostas Bimpikis, Margaret Brandeau, and Dan Iancu.
“Decomposing the Effect of Workload on Patient Outcomes: An Empirical Analysis of a Maternity Unit” by Nicos Savva, Michael Freeman, and Stefan Scholtes.

Congratulations to this year’s winners and finalists!

We thank everyone who submitted their entries. A special thanks to the chair of the Pierskalla Prize Committee, Dimitris Bertsimas, and all the judges (listed below) for their invaluable service, time and efforts:

Turgay Ayer  Hamed Mamani
Mehmet Ayvaci  Larry Robinson
Margrét Bjarnadóttir  Ilya Ryzhov
Wallace Hopp  John Silberholz
Phil Kaminsky  Andrew J. Schaefer
Eva Lee  Sergei Savin

Additional details about the award including its history, the submission and judging process, and the names of the past winners can be found on the following website: https://www.informs.org/Community/HAS/Pierskalla-Award.
Health Applications Society Officers

Special thanks go to those completing their service to HAS as well as to those serving in 2015.

**Outgoing Officers for 2014**
- Pinar Keskinocak (President)
- Diwakar Gupta (Vice President)
- Vedat Verter (Past President)
- Turgay Ayer (Treasurer)
- Bjorn Berg (Secretary)
- Dionne Aleman (Webmaster)
- Benjamin Armbruster (Council Member)
- Alexander Gutfraind (Council Member)
- Jennifer Mason (Council Member)
- Beste Kucukyazici (Council Member)
- Timothy Chan (Council Member)

**Incoming Officers for 2014**
- Diwakar Gupta (President)
- Turgay Ayer (Vice President)
- Pinar Keskinocak (Past President)
- Wen-ya Wang (Treasurer)
- Jessica L. Heier Stamm (Secretary)
- Dionne Aleman (Webmaster)
- Beste Kucukyazici (Council Member)
- Timothy Chan (Council Member)
- Christopher Strömblad (Council Member)
- Pengyi Shi (Council Member)

**Connect with HAS on LinkedIn**

Starting in 2014 the Health Applications Society has a LinkedIn page. You can find a link to the page below. Use this opportunity to connect with other HAS members, participate in ongoing discussions, and explore your shared interests!

[HAS LinkedIn Page]