
INFORMS HEALTH NEWSLETTER

informatics

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News from the Annual Business Meeting: Miami Beach

Intrepid HAS members braved a hurricane to attend the November 5, 2001 Health Applications Section's Annual Business Meeting. Along with fabulous wine and cheese, we enjoyed the presentation of the 2nd Pierskalla award.

Pierskalla Award

Liam O'Neill (outgoing President HAS) presented the 2001 Pierskalla Award. Liam noted that five papers had been submitted for the competition. All, he felt, were excellent and could easily have won the award. Liam thanked the people who had submitted papers and the members of the committee that had judged them. In particular, Liam thanked Allen Holder (last year's winner) for acting as the chief judge for the competition. Honorable mention was made to Sophie Lapierre for her paper *Surviving breast cancer with OR/MS tools*. The first prize was awarded to Gregory S. Zaric and Margaret L. Brandeau for their paper *Optimal Investment in a Portfolio of HIV Prevention Programs*. Greg was on hand to receive the award from its namesake, Bill Pierskalla.

Election Results

The results of the election for section officers were also announced. Congratulations to:

1. President
H. David Sherman
Northeastern University
Boston, MA.

2. Vice President
John Blake
Dept of Industrial Engineering
Dalhousie University
Halifax, NS
3. Secretary
Amy R. Wilson
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5. Council Representative
Gregory S. Zaric
Ivey School of Business
University of Western Ontario
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INFORMS

Allen Holder reported on the INFORMS sub-divisions meeting. INFORMS would like sections to review their by-laws and correct, where necessary to reflect the fact that there will only be one meeting held per year.

INFORMS is in the process of revising its board structure to give sub-divisions greater input into the decision making process. All sub-divisions with 500 members will be able to elect a member to serve on the INFORMS Subdivision Standing Committee.

The current subdivision director is Jack Theurer.

Focused Conference

Allen Holder raised the issue of holding a focused "Health Applications Section" conference. Since INFORMS meets only once per year, Allen wondered if we should host our own conference in the summer to provide members with an opportunity to share ideas. Allen agreed to investigate the possibility of holding a conference, perhaps in conjunction with a large medical center.

Next INFORMS

The next INFORMS Fall meeting will be held in San Jose, CA in November 2002. John Blake will contact individuals to organize sessions.

Health Care Management Science

Yasar Ozcan provided an update on HCMS. The journal has a new website (www.wkap.nl/journalhome.htm/1386-9620) from which abstracts are available on-line to subscribing institutions. As of the Miami meeting date, four volumes have been finished, with a fifth now ready for printing. While there has been some confusion with the switch to the new publisher (Kluwer), particularly in the area of marketing the journal at the conference, Yasar feels that the change has been positive. All members are reminded to urge their libraries to purchase a subscription and to consider publishing their work in the journal.

IFORS

Mike Carter is chairing the Health Care Cluster for the IFORS meeting in Edinburgh, Scotland, July 8-12, 2002. The sessions are being coordinated by Ruth Davies at the University of Southampton (rmd@socsci.soton.ac.uk).

Yasar Ozcan will be organizing the Health Care Cluster for the IFORS Conference in Istanbul in 2003. Persons interested in chairing a session or presenting a paper are asked to contact Yasar at ozcan@hsc.vcu.edu.

New President

New President: Liam O'Neill handed over responsibility for the section to David Sherman.

Thank you to all who agreed to serve as officers of the section.

Section Membership/Financial Statement

As of April 2001, the section has 204 members (3 section only members, 38 student members, 152 regular members, and 11 retired). The current bank account totaled \$7120.78 (\$US).

Incoming President's Message

With great pleasure I include a few comments for our 2002 newsletter to HAS members. First, I want to thank the officers that served so effectively last year and I particularly thank Liam O'Neill, whose support enabled me to organize the HAS cluster of sessions for the Miami conference.

Unexpectedly, my primary academic responsibility as an accounting professor has overwhelmed me, as some of my work is focused on issues that became visible with the Enron bankruptcy. The responsibilities of auditors and boards in financial reporting are being re-examined. Many inevitable changes will apply to non-profit and for-profit health care boards and auditors, so HAS members may see some of this fallout. While this is not an HAS topic, I would be happy to provide further information to members that find this of interest or who serve on health care organization boards.

Another new enduring issue is terrorism and the threat of biological and chemical weapons. This has consumed the time of the public health department of the medical school at which I am an adjunct faculty. Similar programs are likely to be developing in your medical and public health schools. Several of the dimensions of the war on terrorism relate to logistics, statistical analysis of risks, algorithms for administering drugs to different populations etc. If there are cases where the INFORMS techniques are or should be applied to these health related issues, perhaps the HAS section can serve as a conduit to collect disseminate these activities. Some of this research is actively supported by various government

agencies. I invite you to send descriptions of related OR and MS applications to Amy Wilson (Amy.R.Wilson-1@tc.umn.edu) for inclusion in future newsletters.

I will briefly discuss three topics: 1) the state of the HAS section, 2) health care industry issues, old and new, as they relate to HAS, and 3) an invitation to work on a public relations and knowledge management project suggested at our annual meeting in Miami.

1) State of the Health Applications Section

We are technically a modest size section of INFORMS even though **we** know there really is nothing modest in size about health care anyplace in the world. Nevertheless, our section now can proudly report that it administers the new Seth Bonder Scholarship, a distinctive asset. The Pierskalla best paper award complements this, and has been a magnet for fascinating, diverse and impressive papers. Last year's research sessions demonstrated that HAS offers a very broad set of topics that have potential to significantly improve health care management and the quality of the papers was admirable. The Health Care Management Science Journal, another key anchor of HAS, continues to gain prestige. While size may be measured by number of members, I am impressed by the large shadow projected by our efforts and activities. I look forward to watching the development of the

Bonder Scholarship, meeting the nominees, and following its influence on the recipients. I add my thanks to Mr. Bonder for recognizing health care as an area where such scholarship can generate great value and benefit many.

The enthusiasm with which several members of HAS responded to the prospect of attracting this scholarship was impressive and effective. Here again, this section's effectiveness is beyond its size. I would like to thank John Blake for his efforts on behalf of HAS in developing the program for the San Jose INFORMS meeting next November. If you have papers you would like included in the program, please contact John Blake (john.blake@dal.ca) or me at h.Sherman@neu.edu. I also very much appreciate the kind and dedicated efforts of Amy Wilson in developing this newsletter. If you have materials that you would like include in future issues, please send them to Amy or me.

2) New and old issues in health care:

The health plans, both profit and non-profit, continue to have difficulty managing costs, with a third year of double digit increases anticipated. It may finally be clear that managed care is not the answer to managing costs. Hospitals continue to face financial pressures. In the Boston area, one hospital is being kept open through charity and a major teaching hospital is on the brink of bankruptcy, hoping to be saved

by a new CEO and a 2-inch thick consulting report by the Hunter Group. For-profit and non-profit health plans have also found it difficult to avoid deficits, even with the price increases exceeding rates of inflation. Of course, quality of care and access to care continually need to improve, and progress in these areas generally augments costs of health care. Some of these pressures, in the name of quality, challenge the ability of plans to place boundaries on the health benefits and choices available to their members.

These trends suggest increasing need for the insights and enhanced operating techniques that emanate from HAS research. While this may be obvious, it struck me that the consultant report to save a Boston teaching hospital was lacking in use of OR and MS techniques. The usual financial crisis recommendations were present, including closing departments and reducing staff. If these are carefully calculated, they may be sustainable which could contribute to hospital survival. Another expected set of recommendations that would be in any turnaround is the cash management and specifically cash collections.

There seems to be something missing. There is little discussion about finding ways to improve the use of resources by improving scheduling of elective surgery, managing the flow of patients in the outpatient facilities, and using forecasts to balance the human resources with the anticipated and

uncertain demand for services. These types of changes focus on the underlying integrity and efficiency of the health delivery systems. Improvements at this level can help hospitals, clinics, and health plans, regardless of whether they are financially strong or weak, to achieve lower cost operations without sacrificing quality. If the practical and demonstrated benefits of OR and MS techniques in health care were more visible, they would be more prominently featured in consultants report, they would be more widely used, and the health care delivery system would be more efficient and less costly.

A few examples from the consultant report mentioned above may provide some perspective.

- The need to reduce staff to a level that brings hospital resource utilization ratios in line with other hospitals is highlighted. There is no discussion about how the resources used should or could change and whether specific techniques could improve scheduling, forecasting, and information systems.
- Supply chain management, an area where MS techniques might be found, focuses on the high expense-per-patient ratio and suggests an ABC inventory management system be implemented. Is ABC the

state of the art for inventory management?

- Outpatient relative value units (RVUs) of work done by physicians suggested an excess of physicians. Similar excess levels of other staff are identified. The same question noted above applied to outpatient services. No suggestions are offered about methods to reduce staff via improved management of information, queuing management, triage, forecasts or other techniques.
- Quality of care is not mentioned, at least at the level of detail in the 2-inch report.

My observation and question to HAS members remains: While survival may ultimately be driven by cash flow, should OR and MS methodologies that can enhance efficiency and quality play a more integral part in hospital and clinic management? If your answer is yes, how can HAS help make this happen?

3) Invitation to publicize the practical application and benefits of OR and MS techniques in health care.

Several papers at the Miami meeting reported successful application of OR and MS techniques to aspects of hospital operations and clinics. In some cases the outcomes and real

benefits impressively documented improved efficiency, quality management, and decision-making. The question raised was whether we could assemble a list of these success stories indicating the methodologies, the applications and the results. Some wondered whether most of the success stories were buried in consulting studies that would be confidential. While this was clearly not the case for the consulting report noted above, it might be impossible to obtain successful private consulting examples that are OR- and MS-related. In addition, there are many applications completed by HAS members with compelling results that would capture health care managers' attention and motivate them to investigate the value of OR and MS methodologies.

Following the sense of our meeting, I invite you to submit a summary of one or more applications you have been involved with or are aware of. This would be included in a summary HAS document that could be sent to health care organizations, educational institutions such as business, public health, and medical schools, and other groups that HAS would like to sensitize to the value

of our research. Please include the following information:

1. Title of the study
2. Purpose of the study
3. Names of researchers of consultants
4. Name and type of cite under study (if it can be stated publicly)
5. Approximate date of the study
6. Results of the study – Benefits to the health care institution
7. Potential users of this type of methodology
8. Methodologies employed
9. Reference of paper or other documents that provide details, if available, and how to obtain copies of these materials

Please let me know if you would like to modify this or have other suggestions about this process.

Agenda for annual meeting – request for suggestions:

If you have topics that you would like addressed at the annual meeting, please forward them to any officer of HAS. Early notice will also allow us to begin discussing these issues with the HAS membership prior to the meeting.

!

Seth Bonder Scholarship

The *Health Applications Section* of INFORMS invites applications from qualified doctoral candidates for the - Bonder Scholarship for Applied Operations Research in Health Services. Doctoral candidates, particularly those at the beginning of their programs, with an interest in the application of process modeling and OR analyses to issues in health care design, delivery, or operations are encouraged to apply.

Objectives: The purpose of the Bonder Scholarship for Applied Operations Research in Health Services is 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 ideas and the dissemination of health services research knowledge in conjunction with INFORMS.

The Award: The Bonder Scholarship consists of a grant of \$4,000 that is intended to provide financial support for a promising young researcher. In addition, the award winner will be eligible for up to \$1,000 of travel funding to support their participation in Health Application Section activities at the annual INFORMS conference. INFORMS will waive registration fees for awardees. The tenure of the award is one year.

Selection Criteria: The scholarship will be granted on the basis of excellence, innovation, preparation, and probability of candidate's success. Candidates

should submit three copies of the following materials: a curriculum vita, two letters of support, a brief statement describing why they are interested in applying operations research to health care issues, and a two-page summary of their proposed program of research. Candidates will be evaluated on the quality of their preparation to undertake a program of applied operations research in the field of health care. The proposed program of research will be judged according to its potential for making a significant contribution to the field of applied OR in health care systems, as well as the likelihood of successful completion.

Eligibility: All members of INFORMS currently pursuing doctoral studies are eligible. Applications from US and international members are welcome.

Application Procedures: Candidates are asked to forward their applications by July 1, 2002 to:

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Halifax, NS B3J 2X4
CANADA
Phone: 1-902-494-6068
Fax: 1-902-420-7858
Email: john.blake@dal.ca

Notification: All applicants will be notified by September 15, 2002 of the results of the competition.

Background: Dr. Seth Bonder was the founder and CEO of Vector Research, Incorporated (VRI) for 31 years. VRI is recognized for its quality and innovations in applying OR/MS to public and private sector enterprises. Throughout his distinguished career, Dr. Bonder has been a leader in applying operations research to national defense planning and policy issues, and subsequently to health care delivery reengineering and disease management practices. He established this scholarship to encourage the application of scientific operations research approaches to health care

delivery systems, processes, and enterprises.

Dr. Bonder has made major contributions to the operations research profession. He has served as president of the Operations Research Society of America and the Military Operations Research Society, and vice president of the International Federation of Operational Research Societies. He has been the recipient of numerous awards, including the Patriotic Service Award from the US Secretary of the Army, the George E. Kimball Medal, and the INFORMS President's Award. He is a member of the National Academy of Engineering.

WILLIAM PIERSKALLA BEST PAPER AWARD IN HEALTH APPLICATIONS SECTION

The 2nd Annual Pierskalla Prize

On November 5, 2001 at the HAS Business Meeting in Miami Beach, the results of the 2nd Annual Pierskalla Prize recognizing excellence in the field of health care management science were announced.

The competition was coordinated by David Sherman (Northeastern University) and judged by Timothy Butler (Wayne State University), Liam O'Neill (Cornell University), Sandra Potthoff (University of Minnesota), and last year's winner, Alan Holder (Trinity University). According to Liam, the judges had a difficult task since a number of excellent entrees were received. Nevertheless, the judges were able to reach a consensus. Drs. Gregory S. Zaric of University of Western Ontario and Margaret L. Brandeau (Stanford University) were awarded the 2nd Annual Pierskalla Prize for their paper *Optimal Investment in a Portfolio of HIV Prevention Programs*. Dr. Sophie Lapierre (Université de Montréal) received an honorable mention for her paper *Surviving breast cancer with OR/MS tools*.

On behalf of the HAS, Dr. O'Neill thanked all of the contributors for their papers and the judging committee for their hard work.

The deadline for submission of entrees for the 2nd Pierskalla Award is July 31, 2002.

Pierskalla Prize Abstract: Optimal Investment in a Portfolio of HIV Prevention Programs

*Gregory S. Zaric
University of Western Ontario
London, Ontario*

*Margaret L. Brandeau
Stanford University
Stanford, CA*

Objectives: In this article, the authors determine the optimal allocation of HIV prevention funds and investigate the impact of different allocation methods on health outcomes.

Methods: The authors present a resource allocation model that can be used to determine the allocation of HIV prevention funds that maximizes quality-adjusted life years (or life years) gained or HIV infections averted in a population over a specified time horizon. They apply the model to determine the allocation of a limited budget among 3 types of HIV prevention programs in a population of injection drug users and nonusers: needle exchange programs, methadone maintenance treatment, and condom availability programs. For each prevention program, the authors estimate a production function that relates the amount invested to the associated change in risky behavior.

Results: The authors determine the optimal allocation of funds for both objective functions for a high-prevalence population and a low-prevalence population. They also consider the allocation of funds under several

common rules of thumb that are used to allocate HIV prevention resources. It is shown that simpler allocation methods (e.g., allocation based on HIV incidence or notions of equity among population groups) may lead to allocations that do not yield the maximum health benefit.

Conclusions: The optimal allocation of HIV prevention funds in a population depends on HIV prevalence and incidence, the objective function, the production functions for the prevention programs, and other factors.

Consideration of cost, equity, and social and political norms may be important when allocating HIV prevention funds. The model presented in this article can help decision makers determine the health consequences of different allocations of funds.

Pierskalla Prize Abstract: Surviving breast cancer with OR/MS tools

*Sophie Lapierre
Université de Montréal
Montreal, QC, Canada H3C 3A7*

The author relates her own experience through treatments after being diagnosed with inflammatory breast cancer while 33 weeks pregnant. Her story is structured around four Operations Research & Management Science (OR/MS) tools: statistical and decision analysis, queuing theory, productivity, and information systems.

Call For Papers: 3rd Annual Pierskalla Prize

The Health Applications Section of INFORMS is pleased to announce the Second Annual Competition for the Pierskalla Award, which recognizes research excellence in the field of health care management science. The award

includes a \$500 honorarium for the best paper presented in a Health Applications Section sponsored session at each fall INFORMS conference. The award is named after Dr. William Pierskalla to recognize his contribution and dedication to improving health services research and delivery through operations research. Dr. Pierskalla is currently a professor at the Anderson School at UCLA, and serves in an editorial capacity on numerous operations research journals. Details of the award include:

Eligibility: Any paper presented in a session sponsored by the Health Applications Section during the INFORMS fall annual meeting is eligible for the award. However, to be considered for award, a full paper must be submitted by July 31, 2002 to the Vice-President of the Health Applications

Section. The paper must be presented at the San Jose INFORMS conference to receive the award, although the judging will be based on the written paper. The paper can be a working paper, submitted paper, or published. If desired by the authors, the winning paper will be published in Health Care Management Science if it has not been published or is not under review elsewhere.

Judging: Papers will be judged by a panel of four representatives of the Health Applications Section 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 panel judging the papers reserves the right not to award a prize in any given year.

Application Process: Contact John Blake to submit your abstract for presentation

in a Health Applications Section sponsored session. Four copies of the written paper must be submitted to John Blake by July 31, 2002 to be considered for the Miami award. If there are multiple authors, they must state in writing how they wish the honorarium to be distributed at the time the written paper is submitted.

For more information, contact:

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Email: blakejt@tuns.ca

Other News

Douglas A. Samuelson (President of HAS, 2000) has joined the University of Pennsylvania as an adjunct associate professor and as an affiliate of the Ackoff Center for the Advancement of Systems Approaches. He has also been appointed an External Research Professor at the Krasnow Institute for Advanced Studies, George Mason University. He will pursue his research interests in mathematical and computational analysis of social and organizational systems and the application of these methods to individual brains' functions. He remains president of InfoLogix, Inc., in Annandale, Virginia, as well.



Yasar A. Ozcan has been appointed as Interim Executive Director for Office of International Education (OIE), Virginia Commonwealth University (VCU).

Yasar has been Professor and Director of Williamson Institute for Health Studies at the Department of Health Administration, VCU prior to this post. He will continue to coordinate the VCU-Kazakhstan School of Public Health Partnership Project, which is funded until October 2002. Under his new responsibilities at OIE, Yasar will focus on new international research grants and non-traditional educational services development.



Visit Our WEB Site at:

www.trinity.edu/aholder/HealthApp

HAS List Serve

Email access to the Health Applications Section is available through a List Serve maintained by Farrokh Alemi. To join, go to:
<http://mason.gmu.edu/~falemi/INFORMS/infrlist.htm>

Report from the Editor of Health Care Management Science

HCMS: The Year in Review

The year 2001 marked another successful period in the history of *Healthcare Management Science* (published by Kluwer Academic Publishers). Along with the successful publication of Volume 4, all four issues of Volume 5 are ready for publication schedule. This marks another remarkable accomplishment for HCMS sponsored by intellectual capital of INFORMS Health Applications Section members.

While we at HCMS are proud of these accomplishments, our eye is still on the future. One of our major goals for this year (again) is to be listed in the ISI database. ISI has been considering HCMS for some time. To speed up the process, please e-mail them (journals@isinet.com) and recommend that *Health Care Management Science* be included in their database. HCMS is a top-quality journal and deserves this recognition. Also, be sure to make note of HCMS's presence in the Medline database.

In addition, we are looking for new special issue editors. Please check the special issue on simulation coming on Volume 5 No 2, which is edited by Jim Anderson. Anyone wishing to become special issue Editor, please contact Yasar A. Ozcan (ozcan@vcu.edu) to discuss the details. [This really counts on promotions!](#)

Upcoming Publication Schedule 2002

The current list of Volume 5 issues is as follows:

Vol 5 No 1 (*February 2002*)

- Modeling Efficiency, Screening and Preferences within Healthcare Systems, M. Tavakoli, H.T.O. Davies, pp. 5-6.
- Measuring Hospital Efficiency in Austria – A DEA Approach. Maria M. Hofmarcher, Iain Paterson, Monika Riedel, pp. 7-14.
- Cost Shifting Revisited: The Case of Service Intensity. Daniel L. Friesner, Robert Rosenman, pp. 15-24.
- Buying Healthcare Quality with Grants and Donations. Robert Rosenman, Tong Li, pp. 25-31.
- An Econometric Analysis of Screening and Treatment of Patients with Suspected Chlamydia Manouche Tavakoli. Ann-Marie Craig, Mo Malek, pp. 33-39.
- Development of a Preference-Weighted Health Status Classification System in France: The Health Utilities Index 3. Catherine Le Galès, Catherine Buron, Nathalie Costet, Sophia Rosman, Pr. Gérard Slama, pp. 41-51.
- Improving the Sensitivity of the Time Trade-Off Method: Results of an Experiment Using Chained TTO Questions. G.C. Morrison, A. Neilson, M. Malek, pp. 53-61.

Vol 5 No 2 (*April 2002*)

Special Issue of Simulation in Health Care Management

- *Special Issue Editor: James G. Anderson*
- Preface: Special Issue of Simulation in Health Care Management. James G. Anderson, pp. 73-73.

- Evaluating the Design of a Family Practice Healthcare Clinic Using Discrete-Event Simulation. James R. Swisher, Sheldon H. Jacobson, pp. 75-88.
- A Decision Support Simulation Model for the Management of an Elective Surgery Waiting System. J.E. Everett, pp. 89-95.
- Simulation Studies and the Alignment of Interests. Godefridus G. van Merode, Siebren Groothuis, Milou Schoenmakers, Hendrikus H. Boersma, pp. 97-102.
- Modeling the Costs and Outcomes of Cardiovascular Surgery. James G. Anderson, William Harshbarger, H.C. Weng, Stephen J. Jay, Marilyn M. Anderson, pp. 103-111.
- The Use of Simulation Models for the Surveillance, Justification and Understanding of Tobacco Control Policies. David T. Levy, Frank Chaloupka, Joseph Gitchell, David Mendez, Kenneth E. Warner, pp. 113-120.
- Using Simulation for AIDS Policy Modeling: Benefits for HIV/AIDS Prevention Policy Makers in Vienna, Austria. Marion S. Rauner, pp. 121-134.
- Using Monte Carlo Simulation to Determine Combination Vaccine Price Distributions for Childhood Diseases. Sheldon H. Jacobson, Edward C. Sewell, pp. 135-145.
- Random vs. Nonrandom Mixing in Network Epidemic Models. Gregory S. Zaric, pp. 147-155.
- Framework for Operational Modeling of Hospital Resources. Harper.
 - Understanding Variation in Chronic Disease Outcomes. P. Johnson, P. Veazie, P. O'Connor, S. Potthoff, L. Kochevar, D. Verma and P. Dutta
 - Operations Research Methods Applied to Workflow in a Medical Records Department. S.-Y. Chan, J. Ohlmann, S. Dunbar, C. Dunbar, S. Ryan and P. Savary
 - Rolling Horizon Appointment Scheduling: A Simulation Study. T. Rohleder and K. Klassen

Vol 5 No 4

Special Issue: Selected papers from the *3rd Conference on Quantitative Modeling in the Management of Health Care*, held at the University of Salford, England, September 5th-7th 2000.

Issue Editor:: Professor Rose Baker

- Editor's Preface. Managing for health: why health care? Sir Alexander Macara.
- Surgical Performance Measurement. Treasure T, Sherlaw-Johnson C, Valencia O and Gallivan S.
- A Simulation to Evaluate Screening for Helicobacter Pylori Infection in the Prevention of Peptic Ulcers and Gastric Cancers. Running Title: Simulation of Helicobacter Pylori Screening. Ruth Davies, Paul Roderick, David Crabbe, James Raftery, Praful Patel, Jonathan R Goddard.

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- The Development of a Simulation Model of the Treatment of Coronary Heart Disease. Cooper K, Davies R, Roderick P, Chase D and Raftery J.
- The Development of a Simulation Model of Primary Prevention Strategies for Coronary Heart Disease *Short running title: A primary prevention model for CHD.* Babad H, Sanderson C, Naidoo B, White I and Wang D.
- Sensitivity Analysis for Healthcare Models Fitted to Data by Statistical Methods. Baker R D.
- Queues in Health. Preater J
- A waiting list model for residential care for the mentally disabled in the Netherlands. G J Kommer
- Modeling decisions of a multidisciplinary panel for admission to long-term care. Xie H, Chaussalet T J, Thompson W A and Millard P H.
- Forecasting Demand of Emergency Care. Jones S A, Joy M P, Pearson J
- Using a queuing model to help plan bed allocation in a department of geriatric medicine. Gorunesco, F, McClean, S I, Millard P H.
- Modeling Patient Duration of Stay to Facilitate Resource Management of Geriatric Hospitals. Marshall A H, McClean S I, Shapcott C M and Millard P H

Contents and abstracts of all volumes of HCMS are available at Kluwer web site: <http://www.kluweronline.com/issn/1386-9620>

Call for Referees

To ensure the continued success of Health Care Management Science, manuscript referees are needed. Nominate, or volunteer yourself or a colleague, for this important activity. Included is a form used to submit a candidate for consideration. A broad spectrum of expertise and viewpoints is needed and useful to maintain and develop this vibrant journal. Critical review of submitted articles ensures quality of publication. A greater number of referees can also improve publication turn around times. Be a sport, do something fun and intellectually stimulating. Get the jump on the latest research and results! Fill out the form and send it to the editors:

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Please list your specialty areas of expertise and/or interests in OR/MS and health care applications:

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#1: _____

Specialty
#2: _____

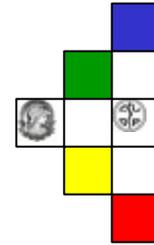
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#3: _____

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#4: _____

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#5: _____

Comments/Suggestions for *HCMS*:

28th meeting of the Euro Working Group
Operational Research Applied to Health Services
July 28th to August 2nd, 2002 – Rio de Janeiro



Co-ordinator: Dr. Jan Vissers/ Secretary: Dr Sally Brailsford
Chair of organizing and program committee: Dr. Mario Jorge Ferreira de Oliveira

The EURO working group on Operational Research Applied to Health Services (ORAHS) was formed in 1975 within the European branch of the International Federation of Operational Research Societies (IFORS). The group meets every year, for one week, in a different host country. The 28th meeting will be taking place in Rio de Janeiro, Brazil.

Reception: July 28th 2002 (5pm- 7pm)

Conference: July 29th – August 2nd 2002

Conference Location: Fórum de Ciência e Cultura da UFRJ

Universidade Federal do Rio de Janeiro
Avenida Pasteur, 250 ; URCA, Rio de Janeiro.

Brazil. Tel: ++55 21 2295 1595

Language: English

First Announcement: January 31st, 2002

Conference Web-site

A web-site for this event is up and running and can be found through via the Internet in the following addresses:

1. Conference site: http://www.po.ufrj.br/~mario_jo/orahs2002/index.htm
2. ORAHS's site: <http://www.soton.ac.uk/~orahsweb>

Please note that the meeting's home page requires the plug in '*macromedia shockwave player*' that can be downloaded online as soon as you try to access the page for the first time. It is a simple procedure that will only take a few minutes. If you find any difficulties accessing the site, please do not hesitate to contact the organizing committee (mario_jo@pep.ufrj.br).

Registration:

The conference fees will be announced shortly. Participant fees include conference material and proceedings, reception, refreshments, lunches and the conference dinner. Accompanying person(s) fees include information material, reception, sightseeing tours and conference dinner

Early registration – before 31st May 2002

Late registration – after May 31st 2002

Method of Payment:

A Bank account for the conference will be available soon. Please make sure that you add all domestic and foreign expenses to the registration fee before transferring the fee from your account to the conference account.

Call for Papers:

The overall Theme of the meeting is “**Accessibility and Quality of Health Services**”. Abstracts (no longer than 500 words) should be sent to the chair of the organising and program committee (address below). Abstracts sent by email (as a Microsoft word attachment or compatible format) or on paper must reach us before May 15th 2002.

Notification of acceptance: May 29th 2002.

Chair of organising and programme committee:

Professor Mario Jorge Ferreira de Oliveira PhD.D.
Coordenação dos Programas de Pós-Graduação de Engenharia
Programa de Engenharia de Produção
Universidade Federal do Rio de Janeiro

Cidade Universitária, Centro de Tecnologia, Bloco F sala 105.
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Tel: ++55 21 25627045
Fax: ++55 21 22807438
Email: mario_jo@pep.ufrj.br
Web: http://www.po.ufrj.br/~mario_jo

Members of the Program Committee

Dr Jan Vissers- Eindhoven University of Technology;
Dr Nelson Maculan Filho- Federal University of Rio de Janeiro;
Dr Flavio Fonseca Nobre- Federal University of Rio de Janeiro;
Dr Arjan Shahani- University of Southampton;
Dr Vanda de Angelis- Università degli Studi di Roma.

The Place:

Travel:

There are frequent flights to Rio from all destinations. Varig, Brazil's national airline flies to and from many major cities in the world. Make sure you inquiry and shop around for the best fares from several travel agents. You may find that the prices vary for the same flight. It is worth making at least one stop over as this reduces the price of your flight considerably, e.g.: London – Paris – Rio with Air France. Direct flights are always dearer. From Europe it is recommended it is recommend one of the following companies: Air France, Iberia, Lufthansa, Sas, Tap, and Varig.

From the UK: there are currently some great offers with *Trailfinders* – 0207 938 3939 and www.expedia.co.uk

Air Passes: Air passes may be purchased outside of Brazil in conjunction with an international ticket. See more information at the adress:

http://www.andetur.com/us/Agency/Brazil_Air_Pass.htm

REMEMBER: Fares tend to rise the nearer to the departure date you purchase your ticket(s). The organizing committee strongly suggests that you start planning your trip well in advance.

Brazil connection in Europe:

For any queries and advice with your travel arrangements please contact: Silvia de Oliveira in London. Mobile phone: + 44 7890 546 665 or write to: silvia77@artserve.net Silvia will be happy to help in any way with regards to travel information.

Accommodation:

The organizing committee made arrangements with three hotels, which are located in Copacabana Beach. The hotels are not far from the conference venue and are near to each other. The options are:

Hotels	SGL/DBL Standard	SGL/DBL Luxo
Leme Othon Palace	R\$ 140,00	R\$ 140,00
Califórnia Othon Classic	R\$ 110,00	R\$ 135,00
Trocadero Othon Travel	R\$ 95,00	R\$ 115,00

US\$1,00= R\$ 2,40

Hotels *	Reservation	
	Tel/Fax	Email
Leme Othon Palace	+55 21 25461080	valeria.maria@othon.com.br
California Othon Classic	+55 21 22571900	jacqueline.santos@othon.com.br
Trocadero Othon Travel	+55 21 22571834	ana.lucia@othon.com.br

* Please mention the keyword UFRJ/ORAHs (Vania Quinhões) when you make the reservation. There are about 20 rooms blocked in each of the three hotels. The organizing committee advise participants to book the accommodation well in advance.

Visas:

Passport required, must be valid for at least 90 days from date of entry. Please check the visa requirement with the Brazilian embassy.

Health Risks:

Chagas disease, Dengue fever, Malaria, Meningitis, Rabies, and Yellow fever.

Time:

GMT/UTC minus 3 hours in east, northeast, south and southeast; GMT/UTC minus 4 hours in the west; and GMT/UTC minus 5 hours in the Far West.

Electricity: Unstandardized 110 or 120v, 60hz in Rio and Sao Paulo.

Weights and Measures: Metric

Further Reading:

The Lonely Planet and the Rough Guides are excellent guidebooks that offer a range of first hand information from experienced travellers.

Web-sites: Information for tourists

http://www.lonelyplanet.com/destinations/south_america/brazil/

<http://www.uoregon.edu/~sergiok/brasil.html>

<http://www.vivabrazil.com>

<http://www.maria-brazil.org/>

<http://www.ipanema.com/>

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