

The optimal allocation of server time slots over different classes of patients

Stefan Creemers (IESEG)

Jeroen Beliën (HUB)

Marc Lambrecht (KU Leuven)







HOSPITAL

OPERATING THEATRE 1								
MON	ON TUE WED THU FRI SAT SUN							

лЛ



OPERATING THEATRE 1							
N TUE WED THU FRI SAT SUN							
	OF TUE	OPERATI	OPERATING TH TUE WED THU	OPERATING THEATRI	OPERATING THEATRE 1 TUE WED THU FRI SAT Image: State of the state of		

UN



OPERATING THEATRE 1							
TUE WED THU FRI SAT SUN							
	TUE	TUE WED	TUE WED THU	TUE WED THU FRI	TUE WED THU FRI SAT		

OPERATING THEATRE 2								
MON	N TUE WED THU FRI SAT SUI							

DI D			DISEASES CALIVATIONICIONA CALIVATIONA CALIVATIONICIONA CALIVATIONICIONA CALIV
HOSPITAL	ORTHOPEDIC	DENTAL	NEUROLOGICAL
	SURGERY	SURGERY	SURGERY

OPERATING THEATRE 1								
MON	ION TUE WED THU FRI SAT SUN							

OPERATING THEATRE 2									
MON	N TUE WED THU FRI SAT SUN								

DI D			DISEASES CALIVATIONICIONA CALIVATIONA CALIVATIONICIONA CALIVATIONICIONA CALIV
HOSPITAL	ORTHOPEDIC	DENTAL	NEUROLOGICAL
	SURGERY	SURGERY	SURGERY

OPERATING THEATRE 1								
MON	ON TUE WED THU FRI SAT SUN							

OPERATING THEATRE 2									
MON	TUE WED THU FRI SAT SUN								

DI D			DISEASES CALIVATIONICIONA CALIVATIONA CALIVATIONICIONA CALIVATIONICIONA CALIV
HOSPITAL	ORTHOPEDIC	DENTAL	NEUROLOGICAL
	SURGERY	SURGERY	SURGERY

	OPERATING THEATRE 1										
MON TUE WED THU FRI SAT SU											

	OPERATING THEATRE 2											
MON	TUE	WED	SAT	SUN								

DI D			DISEASES CALIVATIONICIONA CALIVATIONA CALIVATIONICIONA CALIVATIONICIONA CALIV
HOSPITAL	ORTHOPEDIC	DENTAL	NEUROLOGICAL
	SURGERY	SURGERY	SURGERY

OPERATING THEATRE 1										
MON TUE WED THU FRI SAT SU										

OPERATING THEATRE 2											
MON	ON TUE WED THU FRI SAT										

MASTER SURGERY SCHEDULE (MSS)

	O	PERATI	NG TH	IEATRI	E 1		OPERATING THEATRE 2						
MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN

SPRINGFIELD GENERAL HOSPITAL			
HOSPITAL	ORTHOPEDIC	DENTAL	NEUROLOGICAL
	SURGERY	SURGERY	SURGERY















WHO SETS THE MSS?

WHO SETS THE MSS?



















Weighted patient waiting time

The patient ????

McKinsey&Company

41% of US patients choose a hospital based on nonclinical factors (e.g., waiting time, ease of making an appointment etc.)

75% of patients are willing to switch hospitals based on the timely conduction of scheduled appointments





Any given MSS or block allocation

	OPERATING THEATRE 1							OPERATING THEATRE 2 MON TUE WED THU FRI SAT SU						
MON	TUE	WED	THU	FRI	SAT	SUN		MON	TUE	WED	THU	FRI	SAT	SUN



A mathematical model ??????

Any given MSS or block allocation





Markov model



A mathematical model ??????

Any given MSS or block allocation





Markov model



Waiting time for each patient type



Optimization procedure generates MSS until optimal weighted patient time has been found





ORTHOPEDICS





W	EE	К	1
		•••	

OPERATING THEATRE 1										
MON	TUE	WED	THU	FRI	SAT	SUN				

	OPERATING THEATRE 2									
MON	TUE	WED	THU	FRI	SAT	SUN				

..

	OF	PERATI	NG TH	IEATRI	E 1					
MON	MON TUE WED THU FRI SAT SUN									

WEEK 34

OPERATING THEATRE 2									
MON	N TUE WED THU FRI SAT SUN								

...

	OPERATING THEATRE 1								
MON	TUE WED THU FRI SAT SUN								

OPERATING THEATRE 2									
MON	ION TUE WED THU FRI SAT SUN								





(Î	Ŷ	Ŷ			
(Ĵ		

OPERATING THEATRE 2									
MON	TUE	WED	THU	FRI	SAT	SUN			

...





OPERATING THEATRE 2									
MON TUE WED THU FRI SAT SUN									

•••

	OPERATING THEATRE 1								
MON	MON TUE WED THU FRI SAT SUN								
Ŷ									
Ŷ									

OPERATING THEATRE 2									
MON	ON TUE WED THU FRI SAT SUN								









...



WEEK 34

OPERATING THEATRE 2									
MON TUE WED THU FRI SAT SUN									
Ŷ									
P									

...

	OPERATING THEATRE 1								
MON TUE WED THU FRI SAT SUN									
Î			Ŷ	Ŷ					
Î				Ŷ					

	OPERATING THEATRE 2											
MON	TUE	TUE WED THU FRI SAT SU										



OPERATING THEATRE 1 MON TUE WED THU FRI SAT SUN P Ŵ Ŵ Π P **OPERATING THEATRE 2** MON TUE WED THU FRI SAT SUN ų, Ŷ 0 0 0 Ť Ŵ Ŵ Ŵ

WEEK 1

...

WEEK 34





•••





WAITING LIST (ORTHOPEDICS) WAITING LIST (DENTIST) WAITING LIST (DENTIST) WAITING LIST (NEUROLOGY)

\A/EEV 1

WEEK 1: PATIENT ARRIVAL (ORTHOPEDICS)



		vv	EEr	/ Т			•••			VVC		54			
	0	PERAT	ING TH	IEATR	E 1				OI	PERATI	NG TH	IEATRI	E 1		
мом	I TUE	WED	THU	FRI	SAT	SUN		MON	TUE	WED	THU	FRI	SAT	SUN	
Ŷ	Ŷ	Ŷ	P	Ŷ	Ŷ			Ŷ	Ŷ	Ŷ	Ŷ	Ŷ	Ŷ		
Ŷ	Ŷ	Ŷ	P	Ŷ	Ŷ			Ŷ	Ŷ	Ĵ	Î				
	0	PERAT	ING TH	IEATR	E 2				OI	PERATI	NG TH	IEATRI	E 2		
MON	I TUE	WED	THU	FRI	SAT	SUN		MON	TUE	WED	THU	FRI	SAT	SUN	
Î	Ŷ	Ŷ	Ŷ	Ŷ	Ŷ			Ŷ	Ŷ	Ŷ					
Ŷ	Ŷ	Ŷ	Ŷ	Ŷ	Ŷ			Ŷ	Ŷ						

MICEN 31



OPERATING THEATRE 2											
MON	TUE WED THU FRI SAT SU										

WAITING LIST (ORTHOPEDICS) WAITING LIST (DENTIST) WAITING LIST (NEUROLOGY)

WEEK 1: PATIENT ARRIVAL (ORTHOPEDICS)



	VVEEK 1										
OPERATING THEATRE 1											
MON TUE WED THU FRI SAT SUN											
		Î			Ŷ						
	Î	Î	Ĵ		Ŷ						
	OI	PERATI	NG TH	IEATRI	E 2						
MON	TUE	WED	THU	FRI	SAT	SUN					
			Î	Î	Ŷ						
	Ŷ			Ŷ	Ŷ						

•••



WEEK 34

OPERATING THEATRE 2											
MON	TUE WED THU FRI SAT SUN										
Ŷ	Ŷ	Ŷ									
Ŷ	Ŷ										

...



OPERATING THEATRE 2											
MON	TUE WED THU FRI SAT SU										

WAITING LIST (ORTHOPEDICS) WAITING LIST (DENTIST) WAITING LIST (DENTIST) WAITING LIST (NEUROLOGY)

WEEK 1: PATIENT ARRIVAL (ORTHOPEDICS)



VVEEK 1											
OPERATING THEATRE 1											
MON	TUE	WED	THU	FRI	SAT	SUN					
Î	Î	Î		Ŷ	Ŷ						
Î		Î	Î								
	OI	PERATI	NG TH	IEATRI	E 2						
MON	TUE	WED	THU	FRI	SAT	SUN					
	Ŷ	Ŷ	Ŷ	Ŷ	Ŷ						
a	Ŷ				Ŷ						

.....

•••



WEEK 34

	OPERATING THEATRE 2											
MON	TUE	WED	THU	FRI	SAT	SUN						
Ŷ	Ŷ	Ŷ										
Ŷ	Ŷ											

•••



OPERATING THEATRE 2											
TUE WED THU FRI SAT SU											
	OF TUE	OPERATI TUE WED	UPERATING THE WED THU	OPERATING THEATRI TUE WED THU FRI	UPERATING THEATRE 2 TUE WED THU FRI SAT Image: State St						

WAITING LIST (ORTHOPEDICS) WAITING LIST (DENTIST) WAITING LIST (DENTIST) WAITING LIST (NEUROLOGY)

WFFK 1

WEEK 1: PATIENT ARRIVAL (ORTHOPEDICS)



	OPERATING THEATRE 1												
MON	TUE	WED	THU	FRI	SAT	SUN							
Ŷ	Ŷ	Ŷ	Ŷ	Ŷ	Ŷ								
	OF	PERATI	NG TH	IEATRI	E 2								
MON	TUE	WED	THU	FRI	SAT	SUN							
	Ŷ	Ŷ	Ŷ	Ŷ	Ŷ								

.



WEEK 34



...



OPERATING THEATRE 2											
MON	TUE WED THU FRI SAT SUM										

WAITING LIST (ORTHOPEDICS)

WEEK 1: PATIENT ARRIVAL (ORTHOPEDICS)





•••



WEEK 34



...



	OPERATING THEATRE 2											
MON	TUE WED THU FRI SAT SU											

WAITING LIST (ORTHOPEDICS) WAITING LIST (DENTIST) WAITING LIST (NEUROLOGY)

WEEK 1

WEEK 1: PATIENT ARRIVAL (DENTIST)



	O	PERATI	NG TH	IEATRI	E 1		
MON	TUE	WED	THU	FRI	SAT	SUN	MON
	Ŷ						Ŷ
Î	Ŷ				Ŷ		Ŷ
	O	PERATI	NG TH	IEATRI	E 2		
1401							
NON	TUE	WED	THU	FRI	SAT	SUN	MON
	TUE	WED	THU	FRI	SAT	SUN	MON



WEEK 34



...

WEEK 45



OPERATING THEATRE 2										
TUE	WED	THU	FRI	SAT	SUN					
	OF TUE	OPERATI TUE WED	UPERATING THE WED THU	OPERATING THEATRI TUE WED THU FRI	UPERATING THEATRE 2 TUE WED THU FRI SAT Image: State St					

WAITING LIST (ORTHOPEDICS) WAITING LIST (DENTIST) WAITING LIST (DENTIST) WAITING LIST (NEUROLOGY)

WEEK 1

WEEK 1: PATIENT ARRIVAL (DENTIST)



	OF	PERATI	NG TH	IEATRI	1					
MON	TUE	WED	THU	FRI	SAT	SUN				
Î	Ŷ	Î	Ŷ	Ŷ	Ŷ					
Ŷ		Ŷ	Ŷ							
	O	PERATI	NG TH	IEATRI	2					
MON	TUE	WED	THU	FRI	SAT	SUN				
Ť	Î	Î	Î	Ŷ	Ŷ					

.





...





WAITING LIST (ORTHOPEDICS) WAITING LIST (DENTIST) WAITING LIST (NEUROLOGY)

WEEK 1

WEEK 1: PATIENT ARRIVAL (DENTIST)



	OF	PERATI	ING TH	IEATRI	E 1			
MON	TUE	WED	THU	FRI	SAT	SUN		
Î	Î	Î			Ŷ			
				•	Ŷ			
OPERATING THEATRE 2								
	O	PERAT	ING TH	IEATRI	E 2			
MON	OF TUE	VERAT	NG TH	IEATRI FRI	E 2 SAT	SUN		
MON		WED		FRI	E 2 SAT	SUN		

...



WEEK 34



•••

OPERATING THEATRE 1 MON TUE WED THU FRI SAT SUN

 Î
 Î
 Î
 Î
 Î

 Î
 Î
 Î
 Î
 Î
 Î

 Î
 Î
 I
 I
 Î
 I





WEEK 1: PATIENT ARRIVAL (DENTIST)



...

WEEK 1										
OPERATING THEATRE 1										
MON	TUE	WED	THU	FRI	SAT	SUN				
Î	Î	Î								
Ĵ										
	O	PERATI	ING TH	IEATRI	E 2					
MON	TUE	WED	THU	FRI	SAT	SUN				
Î	Î	Î	Î	Î	Ŷ					
P	Î	Ŷ	Ŷ	Î	Ŷ					

•••









WAITING LIST (ORTHOPEDICS)

WEEK 1: PATIENT ARRIVAL (NEUROLOGY)



...



•••



WEEK 34











Naïve approach requires 4 dimensions

- 1. The number of patients in queue for each patient type
- 2. The phase of the arrival process for each patient type (we allow general interarrival times)
- 3. The current system state (i.e., what events can take place?)
- 4. The phase of the process that keeps track of system state transitions

Naïve approach requires 4 dimensions

- 1. The number of patients in queue for each patient type
- 2. The phase of the arrival process for each patient type (we allow general interarrival times)
- 3. The current system state (i.e., what events can take place?)
- 4. The phase of the process that keeps track of system state transitions



- 1. Uses sets of two-dimensional Markov chains.
- 2. Very fast!
- 3. Exact!

=> Can be used for optimization purposes!





Optimization procedure generates MSS until optimal weighted patient time has been found





A mathematical model ??????

Optimization procedure generates MSS until optimal weighted patient time has been found

Any given MSS or block allocation



Markov model





Optimal procedure for small problems



Step-wise heuristic for large problems





Creemers S., Beliën J. & Lambrecht M. (2012). The optimal allocation of server time slots over different classes of patients. European Journal of Operational Research, 219(3), pp. 508-521.



Creemers S., Beliën J. & Lambrecht M. (2012). The optimal allocation of server time slots over different classes of patients. European Journal of Operational Research, 219(3), pp. 508-521.

Contribution

We developed a new queueing model that allows to identify the optimal block allocation such that the weighted patient waiting time is minimized





Creemers S., Beliën J. & Lambrecht M. (2012). The optimal allocation of server time slots over different classes of patients. European Journal of Operational Research, 219(3), pp. 508-521.

Contribution

We developed a new queueing model that allows to identify the optimal block allocation such that the weighted patient waiting time is minimized



Future research

- 1. Also observe what happens during service itself => include server idle time, overtime etc.
 - 2. Add additional constraints (staffing/equipment)



