

Hessam Bavafa

Wisconsin School of Business
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APPOINTMENTS

Wisconsin School of Business, University of Wisconsin-Madison	Madison, USA
Assistant Professor of Operations and Information Management (tenure-track)	2014-Present
Michael E. Lehman Distinguished Chair for Inspired Learning in Business	2016-2017
Cynthia and Jay Ihlenfeld Professorship for Inspired Learning in Business	2019-2020
School of Medicine and Public Health, University of Wisconsin-Madison	2018-Present
Affiliate Appointment, Department of Family Medicine and Community Health	
The Wharton School, University of Pennsylvania	2019-Present
Senior Fellow, Mack Institute for Innovation Management	
Penn Medicine Center for Health Care Innovation, University of Pennsylvania Health System	Jan-Jun 2019
Senior Innovation Strategist (Visiting Position)	

EDUCATION

The Wharton School, University of Pennsylvania	Philadelphia, USA
Ph.D., Operations and Information Management	2014
Master of Science, Operations and Information Management	
The Sauder School of Business, University of British Columbia	Vancouver, Canada
Master of Management, Operations Research	2009
Sharif University of Technology	Tehran, Iran
Bachelor of Science, Industrial Engineering	2007

RESEARCH

INTERESTS Healthcare Operations, Econometric Analysis, Stochastic Modeling, Lean Operations, Innovation

PUBLICATIONS

Dissertation [Essays in Healthcare Operations](#), *The Wharton School doctoral dissertation* completed under the supervision of Christian Terwiesch (chair), Sergei Savin, Lorin Hitt, and Rachel Werner.

Journal Articles Puterman, M.L., Y. Zhang, S.K. Aydede, B. Palmer, S. MacLeod, H. Bavafa, J. MacKenzie. (2013), [If You're Not Keeping Score, You're Just Practising: A Lean Healthcare Program Evaluation Framework](#), *Healthcare Quarterly*
- Featured in [Forward Thinking Faculty Blog](#), 2014
Bavafa, H., L. Hitt, C. Terwiesch. (2018), [The Impact of E-Visits on Visit Frequencies and Patient Health: Evidence from Primary Care](#), *Management Science*

- Lead article, featured in the [Management Science Review](#) blog.

- Selected media mentions: [Harvard Business Review](#), [Wisconsin State Journal](#), [Becker's Hospital Review](#), [Wisconsin Public Radio](#), [Knowledge@Wharton](#), [Forward Thinking Blog](#), [Healthcare IT News](#), [Health Management Technology](#), [Healthcare Informatics Institute](#), [Healthcare Dive](#), [MedPage Today](#), [Healthcare Finance](#)

Bavafa, H., C. M. Leys, L. Örmeci, S. Savin (2019), [Managing Portfolio of Elective Surgical Procedures: A Multidimensional Inverse Newsvendor Problem](#), *Operations Research*

Bavafa, H., S. Savin, C. Terwiesch (2019), [Managing Patient Panels with Non-Physician Providers](#), *Production and Operations Management*

Bavafa, H., C. Terwiesch (2019), [Work after Work: The Impact of New Service Delivery Models on Work Hours](#), *Journal of Operations Management*

Bavafa, H., J. Jónasson (2019), [Recovering from Critical Incidents: Evidence from Paramedic Performance](#), *Manufacturing & Service Operations Management*

- Featured in *Psychology Today*: [Emotional States Matter in Service Operations Settings](#)

Bavafa, H., A. Mukherjee (2019), [The Burgeoning Health Care Needs of Aging Prisoners](#), *American Economic Association: Papers and Proceedings*

Bavafa, H., J. Liu, A. Mukherjee (2019), [Building Financial and Health Literacy at Older Ages: The Role of Online Information](#), *Journal of Consumer Affairs*

Working Papers

Bavafa, H., A. Canamucio, S. Marcus, C. Terwiesch, R. Werner, [Capacity Rationing in Primary Care: Provider Availability and Care Channel Diversion](#) (R&R at *Management Science*)

Bavafa, H., S. Savin, C. Terwiesch, [Redesigning Primary Care Delivery: Customized Office Revisit Intervals and E-Visits](#) (R&R at *Production and Operations Management*)

Batt, R.J., H. Bavafa, M. Soltani, [Quality Improvement Spillovers: Evidence from the Hospital Readmissions Reduction Program](#) (under review)

Soltani, M., R.J. Batt, H. Bavafa, B. Patterson, [Does What Happens in the ED Stay in the ED? The Effects of Emergency Department Physician Workload on Post-ED Care Use](#) (under review)

- Finalist: 2019/2020 POMS Best Paper Award Competition in Healthcare Operations Management

Bavafa, H., L. Örmeci, S. Savin, V. Virudachalam, [Surgical Case-Mix and Discharge Decisions: Does Within-Hospital Coordination Matter?](#) (under review)

Ball, G., H. Bavafa, C. Blanco, H. Park, [User-generated Web Data Predicts Quality Risk: Evidence from the Pharmaceutical Industry](#) (under review)

Bavafa, H., J. Jónasson, [Consistency is Key: The Variance Learning Curve](#) (under review)

Work in Progress

Lim, R., H. Bavafa, C. Terwiesch, D.A. Asch, [Text Analysis of Patient-Provider Messaging on Online Patient Portals](#)

PRESENTATIONS

Invited Conferences

Work after Work: The Impact of New Service Delivery Models on Work Hours, INFORMS Annual Meeting (2019, 2018), POMS Annual Conference (2019), INFORMS Healthcare (2019)

Managing Patient Panels with Non-Physician Providers, INFORMS Annual Meeting (2018), POMS Annual Conference (2019)

Predictive Analytics in Healthcare: Applications in E-Visits and Drug Recalls, Academy of Management Annual Meeting (2018), POMS Annual Conference (2019)

Innovative and Lean Practices in Primary Care, I-PrACTISE (2017)

Mining for Content: A Study of E-Visits, INFORMS Annual Meeting (2015, 2014)

The Impact of E-Visits on Visit Frequencies and Patient Health: Evidence from Primary Care, INFORMS Annual Meeting (2018, 2016, 2015, 2014, 2013), INFORMS Healthcare (2017, 2013), Wharton Empirical Workshop (2013), Society for Institutional & Organizational Economics (2016)

Redesigning Primary Care Delivery: Customized Office Revisit Intervals and E-Visits, INFORMS Annual Meeting (2019, 2018, 2015, 2014, 2013, 2012)

The Impact of Primary Care Provider Availability on Patient Care, INFORMS Annual Meeting (2018, 2015, 2013), Wharton Empirical Workshop (2017), POMS Annual Conference (2019), INFORMS Healthcare (2019)

Managing Portfolio of Elective Surgical Procedures: A Multidimensional Inverse Newsvendor Problem, INFORMS Annual Meeting (2018, 2015, 2014, 2011)

Invited Organizer

Session Organizer, Data-Driven Models in Healthcare Operations, POMS Annual Conference 2020 (canceled)

Session Organizer, Healthcare Operations Management, POMS Annual Conference 2020 (canceled)

Cluster Chair, Healthcare Information Technology and Management, INFORMS Healthcare 2019

Session Organizer, Healthcare Operations, INFORMS Healthcare 2019

Session Organizer, Empirical Healthcare Operations, INFORMS Healthcare 2019

Session Organizer, Managing Demand in a Healthcare Setting, INFORMS Healthcare 2019

Session Organizer, Healthcare Analytics, POMS Annual Conference 2019

Workshop Organizer, Predictive Analytics in Operations Management, Academy of Management Annual Meeting 2018

Session Organizer, Healthcare Operations, INFORMS Annual Meeting 2018

Session Organizer, Healthcare Operations, INFORMS Annual Meeting 2017

Session Organizer, Empirical Healthcare Operations, INFORMS Healthcare 2017

Session Organizer, Data-Driven Healthcare Operations, INFORMS Annual Meeting 2016

Invited Seminars

Indian School of Business (2020)
Goizueta Business School, Emory University (2019)
UCLA Anderson School of Management (2019)
Olin Business School, Washington University in St. Louis (2019)
Indiana University Bloomington (2019)
Krannert School of Management, Purdue University (2019)
The Wharton School, University of Pennsylvania (2018, brown bag workshop)
Graduate School of Management, University of California, Davis (2017)
School of Business Administration, University of Miami (2017)
Harvard Business School (2014)
Booth School of Business, University of Chicago (2014)
Carey Business School, Johns Hopkins University (2014)
College of Business, University of Illinois at Urbana-Champaign (2014)
The Kenan-Flagler Business School, University of North Carolina at Chapel Hill (2014)
Cox School of Business, Southern Methodist University (2014)
Wisconsin School of Business, University of Wisconsin-Madison (2013)
Lerner College of Business and Economics, University of Delaware (2013)

Other Presentations

Pedagogy Meets Technology in High-Enrollment Courses: Real World Applications and Automated Assessment to Inspire Learning, EDUCAUSE Annual Conference (2017)
Can Service Delivery Innovation Save Primary Care?, Rays of Research, Wisconsin School of Business (2016)
The Right Mix of Communication Channels, Erdman Center Board Meeting, Wisconsin School of Business (2016)
Learning Actively in Traditional Classrooms: Lessons from the Wisconsin School of Business, Teaching and Learning Symposium (2015)
Bringing Business Analytics to the BBAs, Erdman Center Board Meeting (2015), All School Faculty and Staff Meeting (2015)

TEACHING

UNDERGRADUATE

Business Analytics, Wisconsin School of Business (2014-Present), Instructor
- Developed as a new course in Fall 2014
- Became a required core course for all business undergraduates (2015)
- Related articles: [Innovation in Course Design Drives New Level of Learning for Business Analytics Students](#), [WSB Faculty Showcase Classroom Innovations](#), [New initiative sparks educational innovation and students reap the benefits](#)

Introduction to Operations and Information Management, The Wharton School (2014), Teaching Assistant

Logistics and Operations Management, The Sauder School of Business, (2009), Teaching Assistant

MBA

Quality and Productivity, The Wharton School (2011-2013), Teaching Assistant

Supply Chain Management, The Wharton School (2011), Teaching Assistant

Decision Models and Uncertainty, The Wharton School (2010), Teaching Assistant

Innovation, The Wharton School (2011, 2013), Teaching Assistant

Analyzing Business Processes, The Sauder School of Business, (2009), Teaching Assistant

EXECUTIVE EDUCATION

Quality and Productivity, The Wharton School (2012, 2013), Teaching Assistant

Innovation, The Wharton School (2012), Teaching Assistant

ONLINE EDUCATION

Introduction to Operations Management, [Coursera.org](https://www.coursera.org), course registration of 200,000+ students (2012-2014), Teaching Assistant

ACADEMIC COMMUNITY CONTRIBUTIONS

Associate Editor

Decision Sciences

Ad Hoc Journal Reviewer

Management Science

Manufacturing & Service Operations Management

Operations Research

Production and Operations Management

Journal of Operations Management

Naval Research Logistics

IIE Transactions on Healthcare Systems Engineering

Socio-Economic Planning Sciences

BMJ Open

Competition/Conference Submission Judge

Healthcare SIG for M&SOM conference (2020)

Supply Chain SIG for M&SOM conference (2020)

Pierskalla Award for The Health Applications Society of INFORMS (2019)

Healthcare SIG for M&SOM conference (2019)

Healthcare SIG for M&SOM conference (2018)

POMS College of Healthcare Operations Management Best Paper Competition (2017)

Healthcare SIG for M&SOM conference (2016)

INFORMS Health Application Society Student Paper Competition (2015)

Grant Reviewer

Scientific reviewer for UW Institute for Clinical & Translational Research (ICTR) pilot grant

STUDENT ADVISING

Mohamad Soltani, PhD student (2020), Alberta School of Business, University of Alberta

Thesis Committee Member

Amonsiri Vilasdaechanont, PhD (2016), Industrial and Systems Engineering, UW-Madison

Haleh Ramian, M.Sc. (2016), Population Health Sciences, UW-Madison

PROFESSIONAL AFFILIATIONS

The Institute for Operations Research and the Management Sciences (INFORMS)

Manufacturing and Service Operations Management (M&SOM)

Production and Operations Management Society (POMS)

Academy of Management

Erdman Center for Operations and Technology Management, UW-Madison

The Center for Demography of Health and Aging, UW-Madison

WORK EXPERIENCE

Provincial Health Services Authority of British Columbia

2009

Researcher, Lean Initiative Evaluation

Centre for Operations Excellence, University of British Columbia

2008

Project Analyst, "Appointment Booking and Scheduling Improvement" at a major Canadian hospital

RESEARCH GRANTS

FDA Quality Management and Pharmaceutical Firm Learning to Reduce Drug Quality Risks, research team funded \$1.7 million by the U.S. FDA (2020)

Pharmaceutical Quality Score Cards, research team funded \$2.5 million by the U.S. FDA (2018, 2019)

Wisconsin Alumni Research Foundation (2014, 2015, 2017, 2018)

The Fishman-Davidson Center, The Wharton School (2013)

Mack Institute for Innovation Management, The Wharton School (2013)

DISTINCTIONS AND AWARDS

Mabel W. Chipman Outstanding Junior Faculty Teaching Award (2020)

Management Science Distinguished Service Award (2019)

M&SOM Meritorious Service Award (2017)

Wisconsin Naming Partners Fellow (2016)

Educational Innovation Teaching Award, Wisconsin School of Business (2016)

Mitacs Accelerate (Research fellowship), Vancouver, BC (2009)

British Columbia Innovation Council (Scholarship), Vancouver, BC (2008)

Finalist in Simul8 Competition, Canadian Operations Research Society (2008)

Dean's Entrance Scholarship, University of British Columbia (2007)

Ranked 1st in Industrial Engineering, the Nationwide Azad University Entrance Exam, Tehran, Iran (2003)

Ranked 88th (among 350,000+ entrants), the Nationwide University Entrance Exam, Tehran, Iran (2003)