

Hessam Bavafa

Wisconsin School of Business
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APPOINTMENTS

Wisconsin School of Business, University of Wisconsin-Madison	Madison, USA
Associate Professor of Operations and Information Management	Jul 2021-Present
Assistant Professor of Operations and Information Management	2014- Jun 2021
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	
<i>Dissertation:</i> Essays in Healthcare Operations	
<i>Advisors:</i> Christian Terwiesch (chair), Sergei Savin, Lorin Hitt, and Rachel Werner	
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

- Surgical Case-Mix and Discharge Decisions: Does Within-Hospital Coordination Matter?**
Bavafa, H., L. Örmeci, S. Savin, V. Virudachalam
Operations Research, forthcoming
- Capacity Rationing in Primary Care: Provider Availability and Care Channel Diversion**
Bavafa, H., A. Canamucio, S. Marcus, C. Terwiesch, R. Werner
Management Science, forthcoming
- Customizing Primary Care Delivery Using E-Visits**
Bavafa, H., S. Savin, C. Terwiesch
Production and Operations Management, forthcoming

4. **The Variance Learning Curve**
Bavafa, H., J. Jónasson
Management Science, 2021
5. **Recovering from Critical Incidents: Evidence from Paramedic Performance**
Bavafa, H., J. Jónasson
Manufacturing & Service Operations Management, 2020
- Featured in *Psychology Today*: [Emotional States Matter in Service Operations Settings](#)
6. **Managing Portfolio of Elective Surgical Procedures: A Multidimensional Inverse Newsvendor Problem**
Bavafa, H., C. M. Leys, L. Örmeci, S. Savin
Operations Research, 2019
7. **Managing Patient Panels with Non-Physician Providers**
Bavafa, H., S. Savin, C. Terwiesch
Production and Operations Management, 2019
8. **Work after Work: The Impact of New Service Delivery Models on Work Hours**
Bavafa, H., C. Terwiesch
Journal of Operations Management, 2019
- Winner: Jack Meredith Best Paper Award, *Journal of Operations Management* (2020)
- Featured in [The Doctor Is In, but She's Technostressed](#), [Do e-visits create more or less work for physicians?](#)
9. **The Impact of E-Visits on Visit Frequencies and Patient Health: Evidence from Primary Care**
Bavafa, H., L. Hitt, C. Terwiesch
Management Science, 2018
- Lead article in the December 2018 issue
- 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](#), [Healthcare Innovation](#), [Healthcare Dive](#), [MedPage Today](#), [Healthcare Finance](#)
10. **Standardization vs Customization: Finding the Right Balance**
Sinsky, C.A., H. Bavafa, J.W. Beasley, R.G. Roberts
Annals of Family Medicine, 2021
11. **Building Financial and Health Literacy at Older Ages: The Role of Online Information**
Bavafa, H., J. Liu, A. Mukherjee
Journal of Consumer Affairs, 2019
12. **The Burgeoning Health Care Needs of Aging Prisoners**
Bavafa, H., A. Mukherjee
American Economic Association: Papers and Proceedings, 2019
13. **If You're Not Keeping Score, You're Just Practising: A Lean Healthcare Program Evaluation Framework**
Puterman, M.L., Y. Zhang, S.K. Aydede, B. Palmer, S. MacLeod, H. Bavafa, J. MacKenzie
Healthcare Quarterly, 2013
- Featured in the [Forward Thinking Faculty Blog](#)

WORKING PAPERS

14. **Does What Happens in the ED Stay in the ED? The Effects of Emergency Department Physician Workload on Post-ED Care Use**
Soltani, M., R.J. Batt, H. Bavafa, B. Patterson
R&R at *Manufacturing & Service Operations Management*
- Winner: 2019/2020 POMS Best Paper Award Competition in Healthcare Operations Management

15. **User-generated Web Data Predicts Quality Risk: Evidence from the Pharmaceutical Industry**
Ball, G., H. Bavafa, C. Blanco, H. Park
Resubmitted to *Management Science*
16. **The Distributional Impact of Fatigue on Performance**
Bavafa, H., J. Jónasson
Reject & Resubmit at *Management Science*
17. **Quality Improvement Spillovers: Evidence from the Hospital Readmissions Reduction Program**
Batt, R.J., H. Bavafa, M. Soltani (under review)
18. **Quality-Speed Trade-off in Pharmaceutical Review**
Bavafa, H., C. Blanco, I.J. Noh (preparing for submission)

PRESENTATIONS

INVITED SEMINARS

- Carlson School of Management, University of Minnesota (2020)
- Cox School of Business, Southern Methodist University (2020)
- 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, UNC 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)

INVITED ORGANIZER

- *Healthcare Track Chair*, INFORMS Annual Meeting 2021 (scheduled)
- *Session Organizer*, Empirical Healthcare Operations, INFORMS Healthcare 2021 (scheduled)
- *Session Organizer*, Data-Driven Models in Healthcare Operations, POMS Annual Conference 2021
- *Session Organizer*, Healthcare Operations Management, POMS Annual Conference 2021
- *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 CONFERENCE

- *The Variance Learning Curve*, Wharton Empirical Workshop 2020
- *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)

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 & Learning Symposium 2015
- *Bringing Business Analytics to the BBAs*, Erdman Center Board Meeting 2015, All 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 in 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

EXECUTE 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](#), 200,000+ registered students (2012-2014), Teaching Assistant

ACADEMIC COMMUNITY CONTRIBUTIONS

ASSOCIATE EDITOR

Decision Sciences
Health Care Management Science

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 JUDGE

M&SOM Practice-Based Competition (2021), Pierskalla Award for The Health Applications Society of INFORMS (2021), INFORMS Health Application Society Student Paper Competition (2021), Healthcare SIG for M&SOM (2021), Elwood Buffa Dissertation Award for Decision Sciences Institute (2021), M&SOM Student Paper Competition (2020), Pierskalla Award for The Health Applications Society of INFORMS (2020), Healthcare SIG for M&SOM conference (2020), Supply Chain SIG for M&SOM conference (2020), INFORMS Poster Competition (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

RESEARCH GRANTS

- 2020 Co-Investigator, *FDA Quality Management and Pharmaceutical Firm Learning to Reduce Drug Quality Risks*, research team funded \$1.7 million by the U.S. FDA
- 2020 Wisconsin Alumni Research Foundation
- 2018 Wisconsin Alumni Research Foundation
- 2018 Co-Investigator, *Pharmaceutical Quality Score Cards*, research team funded \$2.5 million by the U.S. FDA
- 2017 Wisconsin Alumni Research Foundation
- 2015 Wisconsin Alumni Research Foundation
- 2014 Wisconsin Alumni Research Foundation
- 2013 The Fishman-Davidson Center, The Wharton School
- 2013 Mack Institute for Innovation Management, The Wharton School

DISTINCTIONS AND AWARDS

- 2020 Winner of Jack Meredith Best Paper Award, *Journal of Operations Management*
- 2020 Winner of POMS Best Paper Award Competition in Healthcare Operations Management
- 2020 *Management Science* Distinguished Service Award
- 2020 Mabel W. Chipman Outstanding Junior Faculty Teaching Award
- 2019 *Management Science* Distinguished Service Award
- 2017 *Manufacturing & Service Operations Management* Meritorious Service Award
- 2016 *Management Science* Distinguished Service Award
- 2016 Wisconsin Naming Partners Fellow
- 2016 Educational Innovation Teaching Award, Wisconsin School of Business
- 2009 Mitacs Accelerate (Research fellowship), Vancouver, BC
- 2008 British Columbia Innovation Council (Scholarship), Vancouver, BC
- 2008 Finalist in Simul8 Competition, Canadian Operations Research Society
- 2007 Dean's Entrance Scholarship, University of British Columbia
- 2003 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

STUDENT ADVISING

Committee Chair

Co-Chair, Mohamad Soltani, Ph.D. (2020), *Placement*: Alberta School of Business, University of Alberta

Committee Member

Arshya Feizi, Ph.D. (ongoing), Questrom School of Business, Boston University

Amonsiri Vilasdaechanont, Ph.D. (2016), Industrial and Systems Engineering, UW-Madison

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

Undergraduate

Dan Schauer, BBA (2021)

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

PROFESSIONAL AFFILIATIONS

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

Manufacturing & Service Operations Management (M&SOM)

Production & Operations Management Society (POMS)

Academy of Management

Erdman Center for Operations & Technology Management, UW-Madison

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