

# Hessam Bavafa

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## APPOINTMENTS

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<b>Wisconsin School of Business, University of Wisconsin-Madison</b>	Madison, USA
Associate Professor of Operations and Information Management	2021–Present
Assistant Professor of Operations and Information Management	2014–2021
Michael E. Lehman Distinguished Chair for Inspired Learning in Business	2016–2017
Cynthia and Jay Ihlenfeld Professorship for Inspired Learning in Business	2019–2020
<b>School of Medicine and Public Health, University of Wisconsin-Madison</b>	2018–Present
Affiliate Appointment, Department of Family Medicine and Community Health	
<b>The Wharton School, University of Pennsylvania</b>	2019–Present
Senior Fellow, Mack Institute for Innovation Management	
<b>Creative Destruction Lab™</b>	2021–Present
Moderator, Health & Wellness Stream	
Scalable, seed-stage, science- and technology-based startups	
<b>Penn Medicine Center for Health Care Innovation, University of Pennsylvania Health System</b>	2019
Senior Innovation Strategist (Visiting Position)	

## EDUCATION

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<b>The Wharton School, University of Pennsylvania</b>	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	
<b>The Sauder School of Business, University of British Columbia</b>	Vancouver, Canada
Master of Management, Operations Research	2009
<b>Sharif University of Technology</b>	Tehran, Iran
Bachelor of Science, Industrial Engineering	2007

## RESEARCH

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### INTERESTS

Healthcare Operations, Econometric Analysis, Pharmaceutical Quality, Stochastic Modeling, Lean Operations, Innovation

### PUBLICATIONS

- The Distributional Impact of Fatigue on Performance**  
Bavafa, H., J. Jónasson  
*Management Science* (forthcoming)
- 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  
*Manufacturing & Service Operations Management*, 2022

- Winner: 2019/2020 POMS Best Paper Award Competition in Healthcare Operations Management
  - Runner-up: 2022 POMS College of Behavior in Operations Management Junior Scholar Paper Competition
  - Featured in [CBC Radio](#), [Edmonton Journal](#), [Global News](#), [CTV Calgary](#)
3. **Capacity Rationing in Primary Care: Provider Availability and Care Channel Diversion**  
Bavafa, H., A. Canamucio, S. Marcus, C. Terwiesch, R. Werner  
*Management Science*, 2022
  4. **Surgical Case-Mix and Discharge Decisions: Does Within-Hospital Coordination Matter?**  
Bavafa, H., L. Örmeci, S. Savin, V. Virudachalam  
*Operations Research*, 2022
  5. **Customizing Primary Care Delivery Using E-Visits**  
Bavafa, H., S. Savin, C. Terwiesch  
*Production and Operations Management*, 2021
  6. **The Variance Learning Curve**  
Bavafa, H., J. Jónasson  
*Management Science*, 2021  
- Finalist: *M&SOM* Service Management SIG Best Paper Award 2021
  7. **Recovering from Critical Incidents: Evidence from Paramedic Performance**  
Bavafa, H., J. Jónasson  
*Manufacturing & Service Operations Management*, 2020  
- Finalist: *M&SOM* Best Paper Award 2022  
- Featured in *Psychology Today*: [Emotional States Matter in Service Operations Settings](#)
  8. **Managing Portfolio of Elective Surgical Procedures: A Multidimensional Inverse Newsvendor Problem**  
Bavafa, H., C. M. Leys, L. Örmeci, S. Savin  
*Operations Research*, 2019
  9. **Managing Patient Panels with Non-Physician Providers**  
Bavafa, H., S. Savin, C. Terwiesch  
*Production and Operations Management*, 2019
  10. **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?](#)
  11. **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](#)
  12. **Standardization vs Customization: Finding the Right Balance**  
Sinsky, C.A., H. Bavafa, J.W. Beasley, R.G. Roberts  
*Annals of Family Medicine*, 2021
  13. **Building Financial and Health Literacy at Older Ages: The Role of Online Information**  
Bavafa, H., J. Liu, A. Mukherjee  
*Journal of Consumer Affairs*, 2019

14. **The Burgeoning Health Care Needs of Aging Prisoners**  
Bavafa, H., A. Mukherjee  
*American Economic Association: Papers and Proceedings*, 2019
15. **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

16. **Quality-Speed Trade-off in Pharmaceutical Review**  
Bavafa, H., C. Blanco, I.J. Noh  
Revise & Resubmit at *Management Science*
17. **Quality Improvement Spillovers: Evidence from the Hospital Readmissions Reduction Program**  
Soltani, M., R.J. Batt, H. Bavafa  
Revise & Resubmit at *Management Science*
18. **User-generated Web Data Predicts Quality Risk: Evidence from the Pharmaceutical Industry**  
Ball, G., H. Bavafa, C. Blanco, H. Park  
Reject & Resubmit at *Production and Operations Management*
19. **Inequities in the Golden Years: How Wealth Shapes Healthy and Work-Free Life**  
Bavafa, H., A. Mukherjee, T.Q. Welch  
Revise & Resubmit at *Journal of Health Economics*
20. **Multi-channel Chronic Patient Care in A Performance-based Reimbursement Framework**  
Özbek A.M., H. Bavafa, E.D. Güneş, L. Örmeci (preparing for submission)

#### ACADEMIC COMMUNITY CONTRIBUTIONS

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##### ASSOCIATE EDITOR

Management Science  
Production and Operations Management  
Manufacturing & Service Operations Management (Guest AE)  
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

##### COMPETITION JUDGE

Pierskalla Award for The Health Applications Society of INFORMS (2023), Healthcare SIG for M&SOM (2023), INFORMS Health Application Society Student Paper Competition (2023), INFORMS IBM Best Student Paper Award Competition (2022), M&SOM Student Paper Competition (2022), Pierskalla Award Committee (2022), Decision Sciences Journal Best Paper Award (2022), Healthcare SIG for M&SOM (2022), Decision Sciences Journal Best Paper Award (2021), 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)

## **OTHER REVIEW ACTIVITIES**

2023 INFORMS TutORial series

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

## **SERVICE**

Faculty Seminar Series Coordinator, OIM Department, 2019-Present

Ph.D. Coordinator, OIM Department, 2022-Present

## **RESEARCH GRANTS**

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- 2023 Wisconsin Alumni Research Foundation, \$43,924
- 2022 Co-PI, TIAA Institute, *Increasing Returns to Wealth in Healthy and Work-Free Life*, \$60,000
- 2021 Wisconsin Alumni Research Foundation, \$41,655
- 2020 Co-Investigator, *Reducing Drug Quality Risk*, research team funded \$1.7 million by the U.S. FDA
- 2020 Wisconsin Alumni Research Foundation, \$41,333
- 2018 Wisconsin Alumni Research Foundation, \$44,585
- 2018 Co-Investigator, *Pharmaceutical Quality Score Cards*, research team funded \$1.5 million by the U.S. FDA
- 2017 Wisconsin Alumni Research Foundation, \$44,160
- 2015 Wisconsin Alumni Research Foundation, \$33,345
- 2014 Wisconsin Alumni Research Foundation, \$30,979
- 2013 The Fishman-Davidson Center, The Wharton School
- 2013 Mack Institute for Innovation Management, The Wharton School

## **PRESENTATIONS**

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### **INVITED SEMINARS**

- Kühne Logistics University (2023)
- Graduate School of Data Science, Seoul National University (2023)
- David Eccles School of Business, University of Utah (2023)
- Yale School of Management, Yale University (2023)
- The Darden School of Business, University of Virginia (2023)
- Desautels Faculty of Management, McGill University (2022)
- The Kenan-Flagler Business School, UNC at Chapel Hill (2022)
- Sauder School of Business, University of British Columbia (2022)
- Cambridge Judge Business School, University of Cambridge (2022)
- Kellogg School of Management, Northwestern University (2021)
- 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, Harvard University (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**

- *Session Organizer*, Healthcare Contracts, INFORMS Healthcare 2023 (scheduled)
- *Session Organizer*, Telemedicine, INFORMS Healthcare 2023 (scheduled)
- *Session Organizer*, Public Sector Operations Research, INFORMS Annual Meeting 2022
- *Session Organizer*, Service Operations, INFORMS Annual Meeting 2022
- *Healthcare Track Chair*, INFORMS Annual Meeting 2021
- *Session Organizer*, Empirical Healthcare Operations, INFORMS Healthcare 2021
- *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**

- *Quality Improvement Spillovers: Evidence from the Hospital Readmissions Reduction Program*, SIGMA Research Symposium 2023
- *Telemedicine in Primary Care*, Workshop on Emerging Research in Telemedicine, POMS Annual Conference 2022
- *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

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### 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

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

## DISTINCTIONS AND AWARDS

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- 2022 *Manufacturing & Service Operations Management* Meritorious Service Award
- 2022 Finalist, *Manufacturing & Service Operations Management* Best Paper Award
- 2022 Runner-up, College of Behavior in Operations Management Junior Scholar Paper Competition
- 2021 Finalist in the Best Paper Award, *Manufacturing & Service Operations Management* Service Management SIG
- 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 1<sup>st</sup> in Industrial Engineering, Nationwide Azad University Entrance Exam, Tehran, Iran
- 2003 Ranked 88<sup>th</sup> (among 350,000+ entrants), Nationwide University Entrance Exam, Tehran, Iran

## STUDENT ADVISING

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### Committee Chair

Co-Chair, Catherine (Daixuan) Wang, Ph.D. student (ongoing)

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

### Committee Member

Arshya Feizi, Ph.D. student (2022), 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

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### 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

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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