



# HARVARD | BUSINESS | SCHOOL

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## EDUCATION

- 2001      Ph.D., Business Economics, Harvard University (Cambridge, MA)  
Dissertation: *Essays on Consolidation and Technology Diffusion in Medical Care*
- 2000      A.M., Economics, Harvard University (Cambridge, MA)
- 1992      A.B., *summa cum laude*, Public Policy and International Affairs, Princeton University  
(Princeton, NJ)

## ACADEMIC EXPERIENCE

- 2013 –      Albert J. Weatherhead III Professor of Business Administration, Harvard  
University (Boston, MA)
- 2011 –      Faculty Chair, Health Care Initiative, Harvard Business School (Boston, MA)
- 2016 –      Chair, MBA Required Curriculum, Harvard Business School (Boston, MA)
- 2011 – 2013      Professor of Business Administration, Harvard University (Boston, MA)
- 2006 – 2011      Associate Professor of Business Administration, Harvard University (Boston, MA)
- 2006 – 2007      MBA Class of 1958 Associate Professor of Business Administration, Harvard  
University (Boston, MA)
- 2001 – 2006      Assistant Professor of Business Administration, Harvard University (Boston, MA)
- 1999 - 2000      Teaching Fellow, Economics Department, Harvard University (Cambridge, MA)

## OTHER EXPERIENCE

- 1997 - 1998      Principal and Founding Equity Member, Stamos Associates, Inc. (New York, NY)
- 1994 - 1997      Senior Associate and Founding Equity Member, Stamos Associates, Inc.  
(New York, NY)
- 1992 - 1994      Consultant, Booz·Allen & Hamilton, Inc. (Chicago, IL)
- 1991      Summer Research Analyst, U.S. Agency for Health Care Policy and Research  
(Rockville, MD)

## AWARDS AND HONORS

2017	Best Paper Award, Production & Operations Management Society, College of Healthcare Operations Management
2016	Robert F. Greenhill Award, Harvard Business School, Harvard University
2016	Finalist, Wyss Award for Excellence in Mentoring, Harvard Business School, Harvard University
2015	Finalist, Best Paper Award, Production & Operations Management Society, College of Healthcare Operations Management
2013	Finalist, Wyss Award for Excellence in Mentoring, Harvard Business School, Harvard University
2008	Finalist, Wyss Award for Excellence in Mentoring, Harvard Business School, Harvard University
1999	Derek Bok Center Certificate of Distinction in Teaching, Harvard University
1992	Phi Beta Kappa, Princeton University
1992	Lt. John A. Larkin, Jr. Memorial Prize, Princeton University

## FELLOWSHIPS AND GRANTS

1996 - 2001	Harvard Business School Fellowship, Harvard University (Cambridge, MA)
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## PUBLICATIONS

### Articles

Nikhil R. Sahni, Robert S. Huckman, Anuraag Chigurupati, and David M. Cutler. “The IT Transformation Health Care Needs,” *Harvard Business Review* 95(6): 128–136 (2017).

Lisa Rotenstein, Robert S. Huckman, and Neil Wagle. “Making Patients and Doctors Happier—The Potential of Patient-Reported Outcomes,” *New England Journal of Medicine* 377(14): 1309–1312 (2017).

Jonathan G. Rogg, Robert S. Huckman, Michael Lev, Ali Raja, Yuchiao Chang, and Benjamin White, “Describing Wait Time Bottlenecks for ED Patients Undergoing Head CT,” *American Journal of Emergency Medicine* 35: 1510-1513 (2017).

Maria Ibanez, Jonathan R. Clark, Robert S. Huckman, and Bradley R. Staats. “Discretionary Task Ordering: Queue Management in Radiological Services,” *Management Science* (forthcoming) (2017).

John Schupbach, Amitabh Chandra, and Robert S. Huckman. “A Simple Way to Measure Health Care Outcomes,” *Harvard Business Review* (*website*) (2016).

Damir Ljuboja, Brian W. Powers, Benjamin Robbins, Robert S. Huckman, Krishna Yeshwant, and Sachin Jain, “When Doctors Go to Business School: Career Choices of Physician-MBAs,” *American Journal of Managed Care* 22(6): e196–e198 (2016).

Bryan M. Burt, Andrew W. ElBardissi, Robert S. Huckman, Lawrence H. Cohn, Marisa W. Cevasco, James D. Rawn, Sary F. Aranki, and John G. Byrne, “Influence of Experience and the Surgical Learning Curve on Long-term Patient Outcomes in Cardiac Surgery,” *Journal of Thoracic and Cardiovascular Surgery* 150(5): 1061–1067 (2015).

Budhaditya Gupta, Robert S. Huckman, and Tarun Khanna, “Task Shifting in Surgery: Lessons from an Indian Heart Hospital,” *Healthcare: The Journal of Delivery Science and Innovation* 3(4): 245-250 (2015).

Richard G. Hamermesh, Robert S. Huckman, Barbara McNeil, Joseph P. Newhouse, and Cara Sterling. “The Harvard Contest That's Trying to Improve Health Care Delivery,” *Harvard Business Review (website)* (2015).

Thomas C. Tsai, Ashish K. Jha, Atul A. Gawande, Robert S. Huckman, Nicholas Bloom, and Raffaella Sadun, “Hospital Board and Management Practices Are Strongly Related to Hospital Performance on Clinical Quality Metrics,” *Health Affairs* 34(8): 1304–1311 (2015).

Robert S. Huckman and Ananth Raman, “Medicine's Continuous Improvement Imperative,” *Journal of the American Medical Association* 313(18): 1811–1812 (2015).

Robert S. Huckman and Maya Uppaluru. “The Untapped Potential of Health Care APIs,” *Harvard Business Review (website)* (2015).

Sorapop Kiatpongsan, Robert S. Huckman, and Mark D. Hornstein, “The Great Recession, Insurance Mandates, and the Use of In Vitro Fertilization Services in the United States,” *Fertility and Sterility* 103(2): 448–454 (2015).

Julia Adler-Milstein and Robert S. Huckman, “The Impact of Electronic Health Record Use on Physician Productivity,” *American Journal of Managed Care* 19(11): SP345-SP352 (2013).

Robert S. Huckman and Bradley R. Staats, “The Hidden Benefits of Keeping Teams Intact,” *Harvard Business Review*, 91(12): 27–29 (2013).

Robert S. Huckman and Mark A. Kelley, “Public Reporting, Consumerism, and Patient Empowerment,” *New England Journal of Medicine*, 369(20): 1875–1877 (2013).

Jonathan R. Clark, Robert S. Huckman, and Bradley R. Staats, "Learning from Customers: Individual and Organizational Effects in Outsourced Radiological Services," *Organization Science*, 24(5): 1539-1557 (2013).

Jonathan R. Clark and Robert S. Huckman, "Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry," *Management Science*, 58(4): 708-722 (2012).

Robert S. Huckman and Bradley R. Staats, "Fluid Tasks and Fluid Teams: The Impact of Diversity in Experience and Team Familiarity on Team Performance," *Manufacturing & Service Operations Management*, 13(3): 310-328 (2011).

David M. Cutler, Robert S. Huckman, and Jonathan T. Kolstad, "Input Constraints and the Efficiency of Entry: Lessons from Cardiac Surgery," *American Economic Journal: Economic Policy*, 2(1): 51-76 (2010).

Matthew J. Carty, Rodney Chan, Robert Huckman, Daniel Snow, and Dennis P. Orgill, "A Detailed Analysis of the Reduction Mammoplasty Learning Curve: A Statistical Process Model for Approaching Surgical Performance Improvement," *Plastic and Reconstructive Surgery*, 124(3): 706-714 (2009).

"Are You Having Trouble Keeping Your Operations Focused?" *Harvard Business Review*, 87(9): 90-95 (2009).

Robert S. Huckman, Bradley R. Staats, and David M. Upton, "Team Familiarity, Role Experience, and Performance: Evidence from Indian Software Services," *Management Science*, 55(1): 85-100 (2009).

Robert S. Huckman and Darren Zinner, "Does Focus Improve Operational Performance? Lessons from the Management of Clinical Trials," *Strategic Management Journal*, 29(2): 173-193 (2008).

Zeynep Ton and Robert S. Huckman, "Managing the Impact of Employee Turnover on Performance: The Role of Process Conformance," *Organization Science*, 19(1): 56-68 (2008).

Jason R. Barro, Robert S. Huckman, and Daniel P. Kessler, "The Effects of Cardiac Specialty Hospitals on the Cost and Quality of Medical Care," *Journal of Health Economics*, 25(4): 702-721 (2006).

Robert S. Huckman, "Hospital Integration and Vertical Consolidation: An Analysis of Acquisitions in New York State," *Journal of Health Economics*, 25(1): 58-80 (2006).

Robert S. Huckman and Gary P. Pisano, "The Firm Specificity of Individual Performance: Evidence from Cardiac Surgery," *Management Science*, 52(4): 473-488 (2006) [lead article].

Robert S. Huckman and Gary P. Pisano, "Adopting New Technologies: Turf Battles in Coronary Revascularization," *New England Journal of Medicine*, 352(9): 857-859 (2005).

David M. Cutler, Robert S. Huckman, and Mary Beth Landrum, "The Role of Information in Medical Markets: An Analysis of Publicly Reported Outcomes in Cardiac Surgery," *American Economic Review Papers and Proceedings*, 94(2): 342-346 (2004).

Marta Wosinska and Robert S. Huckman, "Generic Dispensing and Substitution in Mail and Retail Pharmacies," *Health Affairs*, W4: 409-416 (2004).

Kevin Bozic, Aaron Rosenberg, Robert S. Huckman, and James Herndon, "Economic Evaluation in Orthopaedics," *Journal of Bone and Joint Surgery*, 85(3): 129-42 (2003).

Robert S. Huckman, "The Utilization of Competing Technologies Within the Firm: Evidence from Cardiac Procedures," *Management Science*, 49(5): 599-617 (2003).

David M. Cutler and Robert S. Huckman, "Technological Development and Medical Productivity: The Diffusion of Angioplasty in New York State," *Journal of Health Economics*, 22(2): 187-217 (2003).

Carol M. Kinoshita, Anita T. Gewurz, Joan N. Siegel, Shan-Ching Ying, Tony E. Hugli, John E. Coe, Rajesh K. Gupta, Robert S. Huckman, and Henry Gewurz, "A Protease-Sensitive Site in the Proposed Ca<sup>2+</sup>-Binding Region of Human Serum Amyloid P Component and Other Pentraxins," *Protein Science*, 1: 700-709 (1992).

### **Cases, Notes, and Teaching Notes**

Richard G. Hamermesh, Kathy E. Giusti, Robert S. Huckman and Julia Kelley, "Intermountain Healthcare: Pursuing Precision Medicine," Harvard Business School Case 818-018 (2017).

Robert S. Huckman and Brian W. Powers, "CareMore Health System," Harvard Business School Case 618-008 (2017).

Robert S. Huckman and Brian W. Powers, "CareMore Health System (B)," Harvard Business School Case 618-009 (2017).

Ryan W. Buell, Robert S. Huckman, and Sam Travers, "Improving Access at VA," Harvard Business School Case 617-012 (2016).

Robert S. Huckman and Sarah Mehta, “Addicaid: Scaling a Digital Platform for Addiction Wellness and Recovery,” Harvard Business School Case 617-018 (2016).

Robert S. Huckman and Sarah Mehta, “Carrum Health: Scaling Bundled Payments,” Harvard Business School Case 617-017 (2016).

Robert S. Huckman, Raffaella Sadun, and Michael Norris. “Weathering the Storm at NYU Langone Medical Center,” Harvard Business School Case 616-026 (2016).

Regina E. Herzlinger, Robert S. Huckman, and Jenny Lesser, “Mayo Clinic: The 2020 Initiative,” Harvard Business School Case 615-027 (2014).

Robert S. Huckman and Michael Norris, “The I-PASS Patient Handoff Program,” Harvard Business School Case 615-069 (2015).

Robert S. Huckman, Ariel D. Stern, and Matthew G. Preble, “Twine Health,” Harvard Business School Case 615-068 (2015).

Leslie John, John Quelch, and Robert S. Huckman, “CVS Health: Promoting Drug Adherence,” Harvard Business School Case 515-010 (2015).

Leslie John, John Quelch, and Robert S. Huckman, “CVS Health: Promoting Drug Adherence,” Harvard Business School Teaching Note 515-086 (2015).

Robert S. Huckman and Nikolaos Trichakis, “Infection Control at Massachusetts General Hospital,” Harvard Business School Case 614-044 (2013).

Robert S. Huckman and Nikolaos Trichakis, “Infection Control at Massachusetts General Hospital,” Harvard Business School Teaching Note 615-056 (2015).

Douglas Fearing and Robert S. Huckman, “JetBlue Airways: Deicing at Logan Airport,” Harvard Business School Case 612-028 (2011).

Robert S. Huckman, “Balancing Specialization and Diversification in Operations,” Harvard Business School Module Note 610-079 (2010).

Robert S. Huckman, Michael E. Porter, Rachel Gordon, and Natalie Kindred, “Dartmouth-Hitchcock Medical Center: Spine Care,” Harvard Business School Case 609-016 (2009).

Robert S. Huckman and Michael E. Porter, “Dartmouth-Hitchcock Medical Center: Spine Care,” Harvard Business School Teaching Note 610-068 (2010).

Robert S. Huckman, Gary P. Pisano, and Liz Kind, “Amazon Web Services,” Harvard Business School Case 609-048 (2008).

Robert S. Huckman and Gary P. Pisano, “JetBlue Airways: Managing Growth,” Harvard Business School Case 609-046 (2008).

Robert S. Huckman, "JetBlue Airways: Managing Growth," Harvard Business Teaching Note 610-069 (2010).

Michael E. Porter, Robert S. Huckman, and Jeremy L. Friese, "Brigham and Women's Hospital: Shapiro Cardiovascular Center," Harvard Business School Case 608-175 (2008).

Robert S. Huckman and Michael E. Porter, "Brigham and Women's Hospital: Shapiro Cardiovascular Center," Harvard Business School Teaching Note 610-030 (2009).

Robert S. Huckman, Gary P. Pisano, and Virginia A. Fuller, "JetBlue Airways: Valentine's Day 2007," Harvard Business School Case 608-001 (2007).

Richard M.J. Bohmer, Robert S. Huckman, James Weber, and Kevin J. Bozic, "Managing Orthopaedics at Rittenhouse Medical Center," Harvard Business School Case 607-152 (2007).

Robert S. Huckman and Richard M.J. Bohmer, "Managing Orthopaedics at Rittenhouse Medical Center," Harvard Business Teaching Note 610-070 (2010).

Robert S. Huckman, Gary P. Pisano, and Mark Rennella, "Wyeth Pharmaceuticals: Spurring Scientific Creativity with Metrics," Harvard Business School Case 607-008 (2007).

Robert S. Huckman, "Wyeth Pharmaceuticals: Spurring Scientific Creativity with Metrics," Harvard Business School Teaching Note 610-071 (2010).

H. Kent Bowen, Robert S. Huckman, and Carin-Isabel Knoop, "New Balance Athletic Shoe, Inc.," Harvard Business School Case 606-094 (2006).

Robert S. Huckman, "New Balance Athletic Shoe, Inc.," Harvard Business School Teaching Note 610-072 (2010).

Robert S. Huckman and Alan D. MacCormack, "BYD Company, Ltd.," Harvard Business School Case 606-139 (2006).

Robert S. Huckman, "BYD Company, Ltd.," Harvard Business School Teaching Note 610-073 (2010).

Robert S. Huckman and Mark Cotteleer, "Procter & Gamble: Electronic Data Capture and Clinical Trial Management," Harvard Business School Case 606-033 (2005).

Robert S. Huckman and Eli P. Strick, "GlaxoSmithKline: Reorganizing Drug Discovery (A)," Harvard Business School Case 605-074 (2005).

Robert S. Huckman and Eli P. Strick, "GlaxoSmithKline: Reorganizing Drug Discovery (B)," Harvard Business School Case 605-075 (2005).

Robert S. Huckman, "GlaxoSmithKline: Reorganizing Drug Discovery (A) and (B)," Harvard Business School Teaching Note 610-044 (2009).

Robert S. Huckman and Gary P. Pisano, "Flextronics International, Ltd.," Harvard Business School Case 604-063 (2003).

Robert S. Huckman, "Flextronics International, Ltd.," Harvard Business School Teaching Note 605-073 (2005).

Robert S. Huckman, "MedSource Technologies," Harvard Business School Case 603-081 (2002).

Robert S. Huckman, "MedSource Technologies," Harvard Business School Teaching Note 605-014 (2004).

Jody Hoffer Gittel and Robert S. Huckman, "Oxford Health Plans (B): Crisis Strikes," Harvard Business School Case 800-366 (2000).

## **WORKING PAPERS**

Hummy Song, Robert S. Huckman, and Jason R. Barro, "Cohort Turnover and Operational Performance: The July Phenomenon in Teaching Hospitals" (2016).

## **ACADEMIC PRESENTATIONS (POST JUNE 2011)**

"Cohort Turnover and Operational Performance: The July Phenomenon in Teaching Hospitals," Strategy Seminar, Ross School of Business, University of Michigan, Ann Arbor, Michigan (March 2017).

"Cohort Turnover and Operational Performance: The July Phenomenon in Teaching Hospitals," Operations and Information Management Seminar, Wisconsin School of Business, University of Wisconsin, Madison, Wisconsin (April 2016).

"Cohort Turnover and Operational Performance: The July Phenomenon in Teaching Hospitals," IEOR-DRO Seminar, Columbia University, New York, New York (March 2016).

"Cohort Turnover and Operational Performance: The July Phenomenon in Teaching Hospitals," Health Care Program Meeting, National Bureau of Economic Research, Cambridge, Massachusetts (March 2016).

"Cohort Turnover and Productivity: The July Phenomenon in Teaching Hospitals," Management Sciences Seminar, Fisher College of Business, Ohio State University, Columbus, Ohio (March 2015).

"Cohort Turnover and Productivity: The July Phenomenon in Teaching Hospitals," Interdisciplinary Seminar in Health Policy, Yale University, New Haven, Connecticut (April 2014).



“Cohort Turnover and Productivity: The July Phenomenon in Teaching Hospitals,”  
BU/Harvard/MIT Health Economics Seminar, Boston, Massachusetts (March 2014).

“Cohort Turnover and Productivity: The July Phenomenon in Teaching Hospitals,”  
Operations Seminar, Kellogg School of Management, Northwestern University,  
Evanston, Illinois (April 2013).

“Healthcare’s Humpty Dumpty Challenge: Specialization in the Era of Accountable  
Care,” Laboratory for Quantitative Medicine Seminar, Massachusetts General Hospital,  
Boston, Massachusetts (March 2013)

“Learning from Customers: Individual and Organizational Effects in Outsourced  
Radiological Services,” American Society of Health Economists Conference,  
Minneapolis, Minnesota (June 2012).

“Matching and Sub-Specialization by Technical Complexity in Cardiac Surgery,”  
International Health Economics Association World Congress, Toronto, Ontario (July  
2011).

## **EDITORIAL ACTIVITIES**

- 2009 - Associate Editor, *Management Science* (Operations Management Department)
- 2009 - 2015 Senior Editor, *Production and Operations Management* (Empirical Research and  
Practice Department)
- 2005 - 2016 Member, Editorial Review Board, *Organization Science*

## **PROFESSIONAL ACTIVITIES**

- 2017 – Member, Advisory Board, Arena (formerly Pegged Software)
- 2017 – Member, Advisory Board, RubcionMD
- 2014 – 2016 Member, Advisory Board, Castlight Health
- 2012 – Member, Governance Board, Health Care Markets and Regulation Lab, Harvard  
Medical School
- 2012 Co-Organizer, Hospital Organization and Productivity Conference, National Bureau of  
Economic Research
- 2012 – 2016 Chair, Faculty Recruiting Committee, Technology and Operations Management Unit,  
Harvard Business School (Member from 2009)
- 2012 – 2015 Faculty Course Head, Technology and Operations Management (core course)
- 2011 – Research Associate, National Bureau of Economic Research (Faculty Research Fellow  
from 2003-2011)
- 2010 – Faculty Affiliate, Center for Surgery and Public Health, Brigham and Women’s  
Hospital

- 2007 Co-Organizer, Spring Health Care Program Meeting, National Bureau of Economic Research
- 2006 – Co-Chair, Management Track, PhD Program in Health Policy, Harvard University
- 2005 – Member, Committee on Higher Degrees in Health Policy, Harvard University
- 2005 – 2008 Faculty Organizer, Technology and Operations Management Seminar Series, Harvard Business School
- 2005 – 2008 Member, Centennial Faculty Steering Committee, Harvard Business School
- 2002 – Member, Academy of Management
- 2002 – Member, International Health Economics Association
- 2001 – Member, Institute for Operations Research and the Management Sciences
- 1998 – Member, American Economic Association