



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

2016	Robert F. Greenhill Award, Harvard Business School, Harvard University
2015	Finalist, Best Paper Award, Production & Operations Management Society, College of Healthcare Operations Management, Operations Management Track
2008, 2013, 2016	Finalist, Wyss Award for Excellence in Mentoring, Harvard Business School, Harvard University
2007, 2009	Nominee, Everett Mendelsohn Excellence in Mentoring Award, 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

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).

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).

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).

"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).

"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 Ca²⁺-Binding Region of Human Serum Amyloid P Component and Other Pentraxins," *Protein Science*, 1: 700-709 (1992).

Cases, Notes, and Teaching Notes

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

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

Maria Ibanez, Jonathan R. Clark, Robert S. Huckman, and Bradley Staats, "Discretionary Task Ordering: Queue Management in Radiological Services" (2016).

ACADEMIC PRESENTATIONS

"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).

“Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry,” Technology and Operations Management Seminar, Harvard Business School, Harvard University, Boston, Massachusetts (February 2011).

“Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry,” Hightower Seminar, Department of Information Systems and Operations Management, Goizueta Business School, Emory University, Atlanta, Georgia (December 2010).

“Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry,” Academy of Management Annual Meeting, Montreal, Quebec (August 2010).

“Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry,” American Society of Health Economists Conference, Ithaca, New York (June 2010).

“Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry,” Operations and Management Science Seminar, Carlson School of Management, University of Minnesota, Minneapolis, Minnesota (April 2010).

“Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry,” Health Care Management Seminar, Wharton School, University of Pennsylvania, Philadelphia, Pennsylvania (January 2010).

“Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry,” Strategy Seminar, Ross School of Business, University of Michigan, Ann Arbor, Michigan (November 2009).

“Identifying Organizational Effects on Medical Productivity,” AcademyHealth Annual Research Meeting, Chicago, Illinois (June 2009).

“Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry,” Empirical Operations Conference, London Business School, London, United Kingdom (June 2009).

“Input Constraints and the Efficiency of Entry: Lessons from Cardiac Surgery,” Health Care Management Seminar, Wharton School, University of Pennsylvania, Philadelphia, Pennsylvania (December 2008).

“Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry,” Health Care Program Meeting, National Bureau of Economic Research, Cambridge, Massachusetts (November 2008).

“Organizational Scope and the Returns to Focused Experience,” Academy of Management Annual Meeting, Anaheim, California (August 2008).

“Input Constraints and the Efficiency of Entry: Lessons from Cardiac Surgery,” Academy of Management Annual Meeting, Anaheim, California (August 2008).

“Fight or Flight: The Threat of Specialty Competition and the Service Offerings of General Hospitals,” American Society of Health Economists Conference, Durham, North Carolina (June 2008).

“Input Constraints and the Efficiency of Entry: Lessons from Cardiac Surgery,” American Society of Health Economists Conference, Durham, North Carolina (June 2008).

“Input Constraints and the Efficiency of Entry: Lessons from Cardiac Surgery,” Health Economics Seminar, University of Illinois at Chicago, Chicago, Illinois (April 2008).

“Input Constraints and the Efficiency of Entry: Lessons from Cardiac Surgery,” Center for Research in Economics and Strategy, Olin Business School, Washington University, St. Louis, Missouri (April 2008).

“Cross Subsidization and the Welfare Impact of Specialty Entry,” International Health Economics Association World Congress, Copenhagen, Denmark (July 2007).

“The Effect of Varied Experience on Performance: Evidence from Cardiac Surgery,” Technology Miniconference, Wharton School, University of Pennsylvania, Philadelphia, Pennsylvania (April 2007).

“Is Entry Efficient When Inputs are Constrained? Lessons from Cardiac Surgery,” Technology and Operations Management Seminar, Harvard Business School, Harvard University, Boston, Massachusetts (April 2007).

“Is Entry Efficient When Inputs are Constrained? Lessons from Cardiac Surgery,” Strategy Seminar, Fuqua School of Business, Duke University, Durham, North Carolina (December 2006).

“Cohort Turnover and Labor Productivity: The July Phenomenon in Teaching Hospitals,” Empirical Economics Seminar, Rice University, Houston, Texas (September 2006).

“The Effect of Varied Experience on Performance: Evidence from Cardiac Surgery,” Academy of Management Annual Meeting, Atlanta, Georgia (August 2006).

“Cohort Turnover and Labor Productivity: The July Phenomenon in Teaching Hospitals,” American Society of Health Economists Conference, Madison, Wisconsin (June 2006).

“The Effect of Varied Experience on Performance: Evidence from Cardiac Surgery,” Technology and Operations Management Seminar, Harvard Business School, Harvard University, Boston, Massachusetts (May 2006).

“Specialty Providers in Health Care: Implications for Quality and Cost,” Department of Orthopaedic Surgery Grand Rounds, University of California-San Francisco, San Francisco, California (January 2006).

“Organizations and Medical Productivity: Lessons from Cardiac Procedures,” Core Seminar, Robert Wood Johnson Scholars in Health Policy Research, Harvard University, Cambridge, Massachusetts (November 2005).

“Cohort Turnover and Labor Productivity: The July Phenomenon in Teaching Hospitals,” Productivity Seminar, National Bureau of Economic Research, Cambridge, Massachusetts (November 2005).

“Cohort Turnover and Labor Productivity: The July Phenomenon in Teaching Hospitals,” Academy of Management Annual Meeting, Honolulu, Hawaii (August 2005).

“Does Focus Improve Operational Performance? Lessons from the Management of Clinical Trials,” Academy of Management Annual Meeting, Honolulu, Hawaii (August 2005).

“Does Status Drive Performance? Evidence from Cardiac Surgery,” Academy of Management Annual Meeting, Honolulu, Hawaii (August 2005).

“The Effects of Specialty Hospitals on the Cost and Quality of Medical Care,” Health Care Summer Institute, National Bureau of Economic Research, Cambridge, Massachusetts (July 2005).

“The Role of Information in Medical Markets: An Analysis of Publicly Reported Outcomes in Cardiac Surgery,” International Health Economics Association World Congress, Barcelona, Spain (July 2005).

“Cohort Turnover and Labor Productivity: The July Phenomenon in Teaching Hospitals,” Research Seminar, Leonard Davis Institute of Health Economics, University of Pennsylvania, Philadelphia, Pennsylvania (May 2005).

“The Firm Specificity of Individual Performance: Evidence from Cardiac Surgery,” Center for Work, Technology and Organizations Colloquium, Stanford University, Stanford, California (February 2005).

“Organizations and Medical Productivity,” Faculty Research Symposium, Harvard Business School, Harvard University, Boston, Massachusetts (May 2004).

“The Firm Specificity of Individual Performance: Evidence from Cardiac Surgery,” Management and Strategy Seminar, Kellogg School of Management, Northwestern University, Evanston, Illinois (April 2004).

“The Role of Information in Medical Markets: An Analysis of Publicly Reported Outcomes in Cardiac Surgery,” Sixth Conference on the Industrial Organization of Health Care, Hyannis, Massachusetts (April 2004).

“The Firm Specificity of Individual Performance: Evidence from Cardiac Surgery,” Innovation Seminar, Haas School of Business, University of California-Berkeley, Berkeley, California (March 2004).

“The Firm Specificity of Individual Performance: Evidence from Cardiac Surgery,” Strategy and Policy Seminar, School of Management, Boston University, Boston, Massachusetts (March 2004).

“The Effect of Organizational Context on Individual Performance: Evidence from Cardiac Surgery,” *Organization Science* Winter Conference, Steamboat Springs, Colorado (February 2004).

“The July Effect: Labor Turnover and Productivity in Teaching Hospitals,” Life Sciences Seminar, Harvard Business School, Harvard University, Boston, Massachusetts (January 2004).

“The Role of Information in Medical Markets: An Analysis of Publicly Reported Outcomes in Cardiac Surgery,” American Economic Association Annual Meeting, San Diego, California (January 2004).

“The Effect of Organizational Context on Individual Performance: Evidence from Cardiac Surgery,” Academy of Management Annual Meeting, Seattle, Washington (August 2003).

“The July Effect: Labor Turnover and Productivity in Teaching Hospitals,” Health Care Summer Institute, National Bureau of Economic Research, Cambridge, Massachusetts (July 2003).

“The Effect of Organizational Context on Individual Performance: Evidence from Cardiac Surgery,” Technology Miniconference, Wharton School, University of Pennsylvania, Philadelphia, Pennsylvania (April 2003).

“The July Effect: Labor Turnover and Productivity in Teaching Hospitals,” Strategy Conference, Stanford Graduate School of Business, Stanford University, Stanford, California (March 2003).

“The July Effect: Labor Turnover and Productivity in Teaching Hospitals,” Technology and Operations Management Seminar, Harvard Business School, Harvard University, Boston, Massachusetts (November 2002).

“The Effect of Organizational Context on Individual Performance: Evidence from Cardiac Surgery,” Technology and Operations Management Seminar, Harvard Business School, Harvard University, Boston, Massachusetts (April 2002).

“Technological Development and Medical Productivity: The Diffusion of Angioplasty in New York State,” Boston University/Harvard/MIT Health Economics Seminar, Cambridge, Massachusetts (April 2002).

“Hospital Consolidation and the Delivery of Cardiac Care,” Health Care Summer Institute, National Bureau of Economic Research, Cambridge, Massachusetts (August 2001).

“The Utilization of Competing Technologies Within the Firm: Evidence from Cardiac Procedures,” Technology and Operations Management Seminar, Harvard Business School, Harvard University, Boston, Massachusetts (February 2001).

“Hospital Consolidation and the Delivery of Cardiac Care,” Economics Seminar, Simon School of Management, University of Rochester, Rochester, New York (February 2001).

“Hospital Consolidation and the Delivery of Cardiac Care,” Economics Seminar, Owen School of Management, Vanderbilt University, Nashville, Tennessee (February 2001).

“Hospital Consolidation and the Delivery of Cardiac Care,” Economics Seminar, Olin Business School, Washington University, St. Louis, Missouri (February 2001).

“Hospital Consolidation and the Delivery of Cardiac Care,” Public Economics Seminar, Harvard University, Cambridge, Massachusetts (October 2000).

DISCUSSIONS

Amalia Miller and Catherine Tucker, “Privacy Protection, Personalized Medicine and Genetic Testing,” Economics of IT and Digitization Summer Institute, National Bureau of Economic Research, Cambridge, Massachusetts (July 2015).

David J. Cook, Jeffrey E. Thompson, Elizabeth B. Haberman, William J. Bertschinger, Veronique L. Roger, Sue Visscher, Joseph Dearani, and Bijan Borah, “Disruption of the Solution Shop as a Hospital Organizational Structure: Outcomes, Cost and Cultural Change,” Hospital Organization and Productivity Conference, National Bureau of Economic Research, Harwich, Massachusetts (October 2013).

Leila Agha and David Molitor, “The Local Influence of Principal Investigators on Technology Adoption: Evidence from New Cancer Drugs,” Innovation Policy and the Economy Summer Institute, National Bureau of Economic Research, Cambridge, Massachusetts (July 2013).

Jonathan Skinner and Douglas Staiger, “Technology Diffusion and Productivity Growth in Health Care,” Organizational Economics Group Meeting, National Bureau of Economic Research, Cambridge, Massachusetts (December 2010).

Nicholas Bloom, Carol Propper, Stephan Seiler, and John Van Reenen, “Management Practices in Hospitals,” Productivity Summer Institute, National Bureau of Economic Research, Cambridge, Massachusetts (July 2009).

Jontahan Ketcham, Pierre Leger, and Claudio Lucarelli, “Hospital-Physician Gainsharing,” American Social Sciences Association/Health Economics Research Organization Annual Meeting, San Francisco, California (January 2009).

Mark Duggan and Fiona Scott Morton, “The Effect of Medicare Part D on Pharmaceutical Prices and Utilization,” American Society of Health Economists Conference, Durham, North Carolina (June 2008).

Daron Acemoglu and Amy Finkelstein, “Input and Technology Choices in Regulated Industries: Evidence from the Health Care Sector,” International Industrial Organization Conference, Boston, Massachusetts (April 2006).

Amitabh Chandra and Doug Staiger, “The Returns to More Invasive Treatments for Heart Attacks,” Allied Social Sciences Association Annual Meeting, Boston, Massachusetts (January 2006).

“Learning” (Session Discussant), Academy of Management Annual Meeting, Honolulu, Hawaii (August 2005).

EDITORIAL ACTIVITIES

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

PROFESSIONAL ACTIVITIES

- 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 - Chair, Faculty Recruiting Committee, Technology and Operations Management Unit, Harvard Business School
- 2012 - 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 - Chair, Management Track, PhD Program in Health Policy, Harvard University
- 2005 - Member, Committee on Higher Degrees in Health Policy, Harvard University
- 2005 - Member, Faculty Recruiting Committee, Technology and Operations Management Unit, Harvard Business School (except 2009-2010)
- 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

Referee

American Economic Review; American Journal of Health Economics; Economic Journal; Health Affairs; Health Economics; Health Services Research; Industrial and Corporate Change; International Journal of Health Care Finance and Economics; Journal of the American Medical Association; Journal of Economics and Management Strategy; Journal of Health Economics; Journal of Health Services Research and Policy; Journal of International Business Studies; Journal of Operations Management; Management Science; Manufacturing & Service Operations Management; Medical Care; Organization Science; National Science Foundation; New England Journal of Medicine; Production and Operations Management Journal; RAND Journal of Economics; Research Policy; Review of Economics and Statistics; Strategic Management Journal; Quarterly Journal of Economics