

Anita L. Carson

Larz Anderson Professor in Operations & Technology Management

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EDUCATION

HARVARD BUSINESS SCHOOL, Doctorate of Business Administration, Operations & Technology Management, 2003

PURDUE UNIVERSITY, MS Industrial Engineering & Operations Research, 1992

UNIVERSITY OF MASSACHUSETTS, B. Sc. Industrial Engineering & Operations Research, 1990 (cum laude)

ACADEMIC APPOINTMENTS

BOSTON UNIVERSITY Questrom School of Business

Senior Associate Dean of Faculty and Research – July 2024 - present

Department Chair, Operations & Technology Management July 2022 – June 2024

Larz Anderson Professor in Operations & Technology Management Sept 2022 - present

Professor July 2019 – Sept 2022

Senior Fellow, Institute for Health System Innovation and Policy May 2018 – Dec 2021

Everett W Lord Distinguished Faculty Scholar AY 2020 - 2025

Dean's Research Scholar AY 2017-2020

Associate Professor (with tenure) July 2016 –June 2019

BRANDEIS UNIVERSITY International Business School

Associate Professor (with tenure) 2014 – 2016

HARVARD BUSINESS SCHOOL Technology & Operations Management

Associate Professor 2010-2014

Assistant Professor 2007-2010

UNIVERSITY OF PENNSYLVANIA

THE WHARTON SCHOOL Operations & Information Management

Assistant Professor 2003-2007

PEER-REVIEWED PUBLICATIONS

1. Q. Wang, A. Carson, S. Zheng. 2024. Patient Race-Based Differences in Care Providers' Response to Vital Sign Monitor Alarms. *Production and Operations Management*.

2. M. Park, A. Carson, E. Fox, R. Conti. 2023. Stockpiling medicines during the COVID-19 pandemic: An empirical analysis of national prescription drug sales and prices. *Management Science*.
3. T. Adepoju, A. Carson, H. Jin, C. Manasseh. 2023. Hospital boarding crises: The impact of urgent versus prevention responses on length of stay. *Management Science* 69(10):5948-5963.
4. A. Feizi, A. Carson, J Berry Jaeker, W Baker. 2022. To batch or not to batch? Impact of admission batching on emergency department boarding time and physician productivity. *Operations Research* 71(3): 939-957.
5. H. Song, A. Tucker, R. Graue, S. Moravic, J. Yang. 2020. Capacity pooling in hospitals: The hidden consequences of off-service placement. *Management Science* 66(9): 3825-3842.
6. J. Berry Jaeker, A. Tucker. 2020. The value of process friction: The role of justification in reducing medical costs. *Journal of Operations Management* 66(1): 12-34.
2021 Journal of Operations Management Jack Meredith Best Paper Award, Winner
7. A Tucker, S. Zheng, J. Gardner and R Bohn. 2020. When do workarounds help or hurt patient outcomes: The moderating role of operational failures. *Journal of Operations Management* 66(1): 67-90.
Featured in the Association for Supply Chain Management's communications.
8. A. Roth, A. Tucker, S. Venkataraman, and J. Chilingerian. 2019. Being on the productivity frontier: Identifying “Triple Aim Performance” hospitals. *Production and Operations Management* 28(9):2165-2183.
2023 Wally Hopp Best Healthcare Paper Award, Winner. [Best paper published by the Healthcare Operations Management department of POM journal during 2018-2021.]
9. Zheng, S, A. Tucker, Z. Justin Ren, J. Heineke, A. McLaughlin, A Podell. 2018. The impact of internal service quality on preventable adverse events in hospitals. *Production and Operations Management* 27(12):2201-2212.
10. Fryer A-K., A. Tucker, S. Singer. 2018. The impact of middle manager affective commitment on perceived improvement program implementation success. *Health Care Management Review*. 43(3):218-228.
11. H. Song, A. Tucker, K. Murrell, D. Vinson. 2018. Closing the productivity gap: Improving worker productivity through public relative performance feedback and validation of best practices. *Management Science*. 64(6): 2628-2649.
2015 INFORMS Behavioral Operations Management Section Best Working Paper Award, Finalist
12. Mazza, M. C., L. Dynan, R. Siegel, A. Tucker. 2018. Nudging healthier choices in a hospital cafeteria: Results from a field study. *Health Promotion Practice*. 19(6):925-934.

13. J. Berry Jaeker, A. Tucker. 2017. Past the point of speeding up: The negative effects of workload saturation on efficiency and patient severity. *Management Science*. 63(4): 1042-1062.
14. H. Song, A. Tucker 2016. Performance improvement in health care organizations. *Foundations and Trends in Technology, Information and Operations Management*. 9(3-4): 153-309.
15. I. Nembhard, A. Tucker. 2016. Applying organizational learning research to accountable care organizations. *Medical Care Research and Review*. 73(6):673-684.
16. A. Tucker. 2016. The impact of workaround difficulty on frontline employees' response to operational failures: A laboratory experiment on medication administration. *Management Science*. 62(4) 1124-1144.
17. C. Senot, A. Chandrasekaran, P. Ward, A. Tucker, S. Moffatt-Bruce. 2016. The impact of combining conformance and experiential quality on hospitals' readmissions and cost performance. *Management Science*. 62(3) 829-848.
- 2013 BPP7, Best Paper Proceedings, *Academy of Management*.
18. H. Song, A. Tucker, K. Murrell. 2015. The diseconomies of queue pooling: An empirical investigation of emergency department length of stay. *Management Science*. 61(12) 3032-3053.
 - 2014 Best Abstract *AcademyHealth*.
 - 2015 Best Student Paper *INFORMS Health Application Society* (co-winner).
 - 2018 MSOM Service S.I.G. Prize (co-winner); best published paper on service management
19. A. Tucker, S. Singer. 2015. The effectiveness of Management-By-Walking-Around: A randomized field study. *Production and Operations Management*. 24(2): 253-271.
 - 2008 BPP3, Best Paper Proceedings, *Academy of Management*.
 - 2018 Most Influential Paper, POM College of Service Operations Management (co-winner).
20. A. Tucker, C. Lefton. 2015. "The Dressing Change Game." *INFORMS Transactions on Education*. 15(2):188-196.
21. S. Singer, A. Tucker. 2014. The evolving literature on safety walkrounds: Emerging themes and practical messages. *BMJ Quality and Safety*. 23(10): 789-800.
22. A. Tucker, W. Heisler, L. Janisse. 2014. Designed for workarounds: A qualitative study of the causes of operational failures in hospitals. *The Permanente Journal*. 18(3) 33-41.
 - 2012 BPP6, Best Paper Proceedings, *Academy of Management*.
23. I. Nembhard, A. Tucker. 2011. Deliberate learning to improve performance in dynamic service settings: evidence from hospital intensive care units. *Organization Science*. 22(4).907-922.
 - 2011 Finalist for Best Industry Studies Paper Award.
 - 2010 BPP5 Best Paper Proceedings, *Academy of Management*.

24. A. Tucker, S. Singer, J. Hayes, A. Falwell. 2008. Front-line staff perspectives on opportunities for improving the safety and efficiency of hospital work systems. *Health Services Research*. 43(5) (p2). 1807-1829.
 2008 BPP4 Best Paper Proceedings, *Academy of Management*.
25. A. Tucker, I. Nembhard, A. Edmondson. 2007. Implementing new practices: An empirical study of organizational learning in hospital intensive care units. *Management Science*. 53(6): 894-907.
26. A. Tucker. 2007. An empirical study of system improvement by frontline employees in hospital units. *Manufacturing & Service Operations Management*. 9(4): 492-505.
 2007 BPP2 Best Paper Proceedings, *Academy of Management*.
27. A. Tucker, S. Spear. 2006. Operational failures and interruptions in hospital nursing. *Health Services Research*. 41(3): 643-662.
28. A. Tucker. 2004. The impact of operational failures on hospital nurses and their patients. *Journal of Operations Management*. 22(2): 151-169.
 2002 Best Student Paper, *Academy of Management*.
29. A. Tucker 2004. A case study of operational failures in home healthcare. *Journal for Healthcare Quality*. 26(3): 42-48. (Special issue featuring papers presented at the 2003 National Policy Meeting of Home Health Care Quality).
30. A. Tucker, A. Edmondson. 2003. Why hospitals don't learn from failures: Organizational and psychological dynamics that inhibit system change. *California Management Review*. 45(2): 55-72.
 2004 Accenture Award.
31. A. Tucker, A. Edmondson. 2002. Managing routine exceptions: A model of nurse problem solving behavior. *Advances in Health Care Management*. 3(1): 87-113.
32. A. Tucker, A. Edmondson, S. Spear. 2002. When problem solving prevents organizational learning. *Journal of Organizational Change Management*. 15(2): 122-137.
 2001 BPP1 Best Paper Proceedings, *Academy of Management*.

WORKING PAPERS

33. A. Turkoglu, A. Carson. 2022. The demotivating effects of relative performance feedback on middle-ranked workers' performance. (Reject and Resubmit, *Journal of Operations Management*).
34. M. J. Park, A. Carson, and R. Conti. 2023. Linking medication errors to supply chain disruptions: Evidence from Heparin shortages caused by Hurricane Maria. (resubmitted, *M&SOM*).

35. T. Adepoju, A. Carson, C. Carlo and C. Manasseh. 2024. Designed for Variability: An Empirical Study of a Dedicated Observation Unit. (working paper).

OTHER PUBLICATIONS

1. A. Tucker. 2013. "An obstacle to patient-centered care: Poor supply systems." *Harvard Business Review and New England Journal of Medicine's online forum "Leading Healthcare Innovation."* 10/16/2013. <http://blogs.hbr.org/anita-l-tucker/>
2. A. Tucker. 2009. Workarounds and resiliency on the frontlines of healthcare [Perspective]. *AHRQ Web M&M* [serial online] August. Available at: <http://www.webmm.ahrq.gov/perspective.aspx?perspectiveID=78>

TEACHING CASES AND TEACHING NOTES

1. Dignity Health (Topic: Medical Error)
A. Tucker, Y. Kim. 2014. Dignity Health: Reducing retained surgical sponges. HBS Case 613-092 [25].
2. Kaiser Permanente (Topic: Organizational Improvement Across Multiple Locations)
A. Tucker. 2012. Teaching note for learning about reducing hospital mortality at Kaiser Permanente.
A. Tucker. 2012. Learning about reducing hospital mortality at Kaiser Permanente. HBS Case 612-093 [18].
3. Cleveland Clinic (Topic: Patient Experience) [Popular]
A. Raman, A. Tucker. 2011. The Cleveland Clinic: Improving the Patient Experience. HBS Case 612-031 [24].
4. Cincinnati Children's Hospital Medical Center (Topic: Org. Transformation) [Popular]
A. Tucker. 2010. Teaching note for Cincinnati Children's Hospital Medical Center.
A. Tucker, A. Edmondson. 2009. Cincinnati Children's Hospital Medical Center. HBS Case 609-109 [28].
Cincinnati Children's Hospital Medical Center, Video Supplement 2012. 613710-VID
5. Brigham and Women's Hospital (Topic: Queueing and Patient Flow)
A. Tucker. 2012. Teaching note for patient flow at Brigham and Women's Hospital
A. Tucker, J. Berry. 2008. Patient flow at Brigham and Women's Hospital (A). HBS Case 608-171 [19].
A. Tucker, J. Berry. 2008. Patient flow at Brigham and Women's (B). HBS Case 608-172 [1].
A. Tucker. Operations Management Simulation: Multiple Server Queues. HBS Simulation 4386.

6. Children's Hospital and Clinics (Topic: Psychological Safety) [Popular]

A. Tucker, A. Edmondson, M. Roberto. 2007. Children's Hospital and Clinics. HBS Case 302-050 [25]. [reprinted in 2005, 1(1): 5-36]. Journal of organizational behavior education.

AWARDS

POMS Wally Hopp Best Healthcare Paper Award (Winner) (2023)

Paper: Being on the productivity frontier: Identifying “Triple Aim Performance” hospitals

POMS College of Healthcare Operations Management, Best Paper Award (Finalist) (2022)

Paper: Stockpiling Medicines during the COVID-19 Pandemic: An Empirical Analysis of National Prescription Drug Sales and Prices

JOM Jack Meredith Best Paper Award 2021. (Winner)

Awarded to the best paper published in JOM in 2020.

Paper: The value of process friction: the role of justification in reducing medical costs

MSOM Society Best OM Paper in *Management Science* (Finalist) (2019)

1 of 3 papers selected among all of the OM papers published in the past 3 years in *Management Science*

Paper: Closing the productivity gap: Improving worker productivity through public relative performance feedback and validation of best practices

MSOM Service SIG Prize (co-winner) (2018)

Awarded to best published paper on service management

Paper: The diseconomies of queue pooling: An empirical investigation of emergency department length of stay

POMS College of Service Operations Management, Most Influential Paper Award (co-winner) (2018)

Selected out of 61 papers published in POM on service operations in 2015 & 2016

Paper: The effectiveness of Management-By-Walking-Around: A randomized field study

Slatkin Family Fund Award, Boston University Questrom School of Business (for outstanding research productivity) (AY 2017- 2018)

Excellence in Teaching Award, Boston University Questrom School of Business (AY 2017-2018, AY 2017-2018, AY 2019-2020) (Selected by MBA student cohort as their favorite professor during their first year of classes)

INFORMS Behavioral Operations Management Section Best Working Paper Award, *Finalist* (2015)

INFORMS, Health Application Society, Best Student Paper Award (co-winner) (2015)

Student: Hummy Song

Paper: The diseconomies of queue pooling: An empirical investigation of emergency department length of stay

Management Science

Meritorious Service Award for Reviewers (2014)

Distinguished Service Award for Reviewers (2013)

Wyss Award For Excellence In Mentoring Doctoral Students (Junior Faculty Awardee), Harvard Business School (2013)

Finalist For Best Industry Studies Paper Award (2011)

1 of 5 Finalists Selected from 800 Papers. Published in 12 INFORMS Journals.

Paper: I.Nembhard, A.Tucker. 2011. Deliberate learning to improve performance in dynamic service settings: Evidence from hospital intensive care units.

Academy of Management Best Paper Proceedings (2013, 2012, 2010, 2008, 2006, 2001)

Academy Health, Annual Research Meeting Most Outstanding Abstract (2008)

Alfred P.Sloan Industry Studies Fellow (2007)

Academy of Management, Healthcare Management Division, Outstanding Reviewer (2006)

Academy Health Dissertation Award (2004)

Accenture Award, *California Management Review* (2004)

George S. Dively Dissertation Award, Harvard Business School (2003)

Best Student Paper, *Academy of Management*, Operations Management Division (2003)

ACADEMY OF MANAGEMENT BEST PAPER PROCEEDINGS (BPP)

BPP7

C. Senot, A.Chandrasekaran, P.T. Ward, A.Tucker. The financial impact of clinical quality and experiential quality in U.S. acute care hospitals.

2013 Best Paper Proceedings, *Academy of Management Conference*.

BPP6

A.Tucker, C.Folck, W.S.Heisler, L.Janisse. Designed for workarounds: A qualitative study of hospitals' internal supply chains.

2012 Best Paper Proceedings, *Academy of Management Conference*.

BPP5

I.Nembhard, A.Tucker. Deliberate learning to improve performance in dynamic service settings: Evidence from hospital intensive care units.

2010 Best Paper Proceedings, *Academy of Management Conference*.

BPP4

A.Tucker, S.Singer, J.Hayes, A.Falwell. Front-line staff perspectives on opportunities for improving the safety and efficiency of hospital work systems.

2008 Best Paper Proceedings, *Academy of Management Conference*.

BPP3

S.Singer, A.Tucker, S.Lin, J.Hayes, A.Falwell. A longitudinal study of an innovation to enhance managers' engagement and organizational resources for safety.

2008 Best Paper Proceedings, *Academy of Management Conference*.

BPP2

A.Tucker. Facilitating learning from front-line failures.

2006 Best Paper Proceedings, *Academy of Management Conference*.

BPP 1

A.Tucker, A.Edmondson, S.Spear. Front-line problem solving:
The responses of hospital nurses to work system failures.

2001 Best Paper Proceedings, *Academy of Management Conference*.

TEACHING EXPERIENCE

Boston University, HM 840 Health Sector Consulting

Spring 2023 MBA semester-long, project-based course

Boston University, OM 323 Operations & Technology Management

Fall 2022 Undergraduate semester-long course

Boston University, HM 710 Health Services Management

Fall 2018 , 2019, 2020, 2021 MBA semester-long course

Boston University, OM 922 Managing Health Services Delivery

Fall 2016, Spring 2024 Ph.D, semester-long seminar

Boston University, OM 725 & 726 Creating Value through Operations and Technology

Spring 2017, Fall 2016-2020, Spring 2022. daytime and evening MBA required core course

Brandeis University, Operations Management for Physicians

Spring 2016, Hybrid on-line, residential program for MD/MBA program

Brandeis University, Supply Chain Management

Spring 2016, Undergraduate, semester-long elective course

Brandeis University, Operations Management

Spring 2015, Fall 2014, Undergraduate elective course

Brandeis University, Managing Service Operations

Spring 2015 Graduate elective course (1/2 semester)

Brandeis University, Supply Chain Analytics

Spring 2015 Graduate elective course (1/2 semester)

Harvard Medical School, Medicine and Management

Fall 2013, MD/ MBA core course

Harvard Business School, Managing Service Operations

Spring 2013, MBA elective course

Instructor, developed substantial new content, recruited 16 guest speakers

Average Teaching Evaluation (1-7 point scale)

How would you rate the overall effectiveness of the instructor? 6.2 / 7

Harvard Business School, Technology & Operations Management

Fall 2007, Fall 2008, Fall 2009 (2 sections), Fall 2010 (2 sections)

Required MBA

Instructor, Wrote case on Cincinnati Children's Hospital for the course
coordinated hospital executives as class room guests (2009-2011)

Average Teaching Evaluation (1-7 point scale)

How would you rate the overall effectiveness of the instructor? 6.0 / 7

Wharton, OPIM 631 Operations Management

Fall 2003, Spring 2005, Spring 2006, Spring 2007 (3 sections each semester)

MBA required course

Wharton, OPIM 656, Process Management in Manufacturing

Spring 2004, Spring 2005, Spring 2006, MBA elective, undergraduate course

Redesigned course to include module on six-sigma and lean thinking,

Partnered with the Delaware Valley Industrial Resource Center for
a day-long, hands on exercise in lean transformation (Jeffrey Kopenitz).

EXECUTIVE EDUCATION AND GUEST LECTURES

Boston University Medical Center, Mid-Career Leaders Program, xx, 2024

Interactive, hands-on session on "Improving Operational Excellence"

Boston University Medical Center, Senior Leaders Program, November 1, 2023

Interactive, hands-on session on "Improving Operational Excellence"

Harvard School of Public Health, Leadership Development for Physicians in Academic Health Centers, November 2015

Three classes on operations management

Harvard College, Quality of Health Care in America, March 2015

Guest instructor on performance improvement in hospitals

Harvard Medical School, Spring 2014

Guest lectures on Queuing and Patient Flow

Harvard Business School Executive Education Programs

Achieving Breakthrough Service (Nov 2008, Nov 2009, April 2010)

Strategic Perspectives in Nonprofit Management (July 2009)

The Women's Leadership Forum (May 2010)

International Woman's Foundation (March 2009, March 2010)

Managing Healthcare Delivery (June 2010, March 2012)

Brigham and Women's Hospital Program (Nov 2011)

Avg. Evaluation: How would you rate the overall effectiveness of the instructor? 4.1 / 5

DOCTORAL STUDENT ADVISING

Ankita Shirahatti, PhD Thesis Boston University (Chair)

Operations & Technology Management, Expected May 2025.

Aykut Turkoglu, PhD Thesis Boston University (Chair)

Operations & Technology Management, August 2023.

Minje Park, PhD Thesis Boston University (Chair)

Operations & Technology Management, August 2022.

Placement: *Post-doc, Columbia University with Professor Carri Chan*

Arshya Feizi, PhD Thesis Boston University (Chair)

Operations & Technology Management, May 2022.

Placement: *Post-doc, Harvard University with Professor Soroush Saghaian*

Temidayo Adepoju, PhD Thesis Boston University (Chair)

Operations & Technology Management, May 2021

Placement: *Rutgers Business School*

Xin (Sarah) Zheng, PhD Thesis Boston University (Committee)

Operations & Technology Management, May 2017.

Placement: *Ithaca College*

Hummy Song, PhD Thesis Harvard University (Co-Chair)

Health Policy Management, May 2017. Placement: *Wharton*

Ashley-Kay Fryer, PhD Thesis Harvard University (Committee)

Health Policy Management, May 2016. Placement: *Industry*

Jillian Berry Jaeker, DBA Thesis Harvard Business School (Chair)

Operations Management, May 2014. Placement: *Boston University*

Claire Senot, PhD Thesis Ohio State University (Committee)

Operations Management, May 2014. Placement: *Tulane University*

Mary Carol Mazza, PhD Thesis, Harvard University May 2013. Placement: *Post doc Palo Alto Medical Foundation Research Institute and Stanford's Clinical Excellence Research Center*

INVITED PRESENTATIONS

Keynote Speeches

2023

Queen's University, Kingston Ontario, Healthcare Analytics Conference (April 28)

2021

4th Annual Research Roundtable: Data Analytics in Healthcare, U. Toronto (March)

2019

Abington – Jefferson Health, Abington PA. 15th Annual Julius Scher Patient Safety Lectureship (May)

Gas and Electric Utility Peer Panel – Best Practices Symposium, Newark NJ “Learning from Operational Failures that Impact Customers or Safety” (May)

2018

Huntington Hospital Research Symposium, Pasadena, CA

Christiana Caritas Value Institute Spring Symposium, Newark DE

University of Bath, UK, Workshop on Healthcare Operations, Expert Speaker on Empirical Methods in Healthcare Operations Research (Sep)

2017

University of Texas, Austin, Operational and Technological Innovation in Healthcare (April)

2013

Massachusetts General Hospital Institute of Health Professions
Health Professions Education Symposium (June)

2010

Duke University School of Nursing (Feb), Harriet Cook Carter Distinguished Lecture

International Venues

2024

University of British Columbia, Sauder School of Business (March, cancelled due to weather)

McGill University (April)

2023

University of Alberta, Edmonton Canada (Jan 20)

York University, Toronto (January 27)

University of Cambridge, Judge School of Business (July 21)

2019

Gustavson School of Business, University of Victoria (Oct 4)

2018

University of Oxford, Said School of Business (Sep)

2016

University College London, UK (Apr)

University of Bath, UK (Apr)

2014

Richard Ivey School of Business (Jan)

McGill University, Desautels Faculty of Management, Montreal Canada (Jan)

2013

Cardiff University, Patient Safety & Healthcare Quality, Wales UK (June)

2012

University of Alberta, Edmonton Canada (Nov)

2010

Richard Ivey School of Business (June)

Organizational Behavior Research Seminar

2007

European Society of Anesthesiology Conference, Munich, Germany (June)

2006

INSEAD, Healthcare Management Initiative Research Seminar (June)

2003

London Business School, Operations & Technology Management (Feb)

Academic Institutions

2023

University of Illinois (Feb 24)

Baruch (Mar 6)

University of Nebraska, Lincoln (Sept 8)

MIT ORC (Sept 14)

Cornell University (Oct 3)

2022

UCLA, Anderson (Nov 4)

Ohio State, Fisher (Oct 28)

2019

Southern Methodist University, Cox School of Business (Mar 1)

University of Michigan, Ross School of Business (Apr 5)

2017

Northeastern University School of Business

University of Maryland, Robert H. Smith School of Business

Massachusetts Institute of Technology

Rutgers University

University of Illinois, Champaign-Urbana

Carnegie Mellon University, Tepper School of Business

Harvard Business School, Technology and Operations Management Department

Texas Christian University

2016

University of Tennessee, Knoxville

2015

Boston University

2014

Brigham Young University, Business Management Department

Texas A&M, Mays Business School, Information and Operations Management

Columbia University, School of Public Health

Brandeis University, International Business School

Syracuse University

Baruch College, Zicklin School of Business

University of South Carolina, Darla Moore School of Business

Pennsylvania State University, Business School

Indiana University, Kelley School of Business

2013

Dartmouth University, Tuck School of Business

Cornell University, School of Hotel Administration

University of Wisconsin, Madison, Wisconsin School of Business

Southern Methodist University, Cox School of Business, Information, Technology and Operations Management

University of Pennsylvania, Wharton School, Empirical Operations Conference

University of Illinois, Urbana-Champaign, Operations Management

2012

- Boston University (Dec)
 University of North Carolina, Chapel Hill (Nov)
 Clemson University (April)
- 2011
 Emory University (April)
- 2010
 Bentley University, Computer Information Systems
 and Information and Process Management Department Seminar Series (Dec)
 UCLA Anderson School of Business, Decisions, Operations,
 and Technology Management Research Seminar (Dec)
 University of Pennsylvania, Wharton School, Empirical Operations Conference (Oct)
 University of South Carolina, Moore School of Business,
 Department of Management Science Research Colloquium (Aug)
- 2009
 University of Chicago, Booth School, Operations Management Science Workshop (Dec)
 Northwestern University, Kellogg, Operations Seminar (Dec)
 Georgia Institute of Technology, Operations Management Department (April)
 Stanford University, Operations Information and Technology (April)
- 2008
 University of Minnesota, Carlson School of Management (Feb)
 Brandeis University, Heller School Organizational Studies Workshop (Feb)
- 2006
 Harvard Business School, Technology & Operations Management (Oct)
 Ohio State University, Management Science Department Seminar (Oct)
 University of Cincinnati Innovations in Healthcare Delivery Conference (Sept)
 University of Pennsylvania, School of Nursing, Center for Health Outcomes Research
 and Policy (Sept)
- 2005
 Vanderbilt School of Business (April)
 Rensselaer Polytechnic Institute, Lally School of Management (March)
- 2004
 University of California, Berkeley, Haas School of Business (Oct)
 University of Wisconsin, Madison, Industrial Engineering Colloquium (Feb)
- 2003
 MIT, Workplace Center (Jan)

Practitioner Conferences

- 2014
 Summer Institute on Evidence-Based Practice, San Antonio, TX (August)
- 2013
 Institute for Healthcare Improvement, Fellows and Sponsors Conference (June)
 Massachusetts General Hospital Laboratory for Quantitative Medicine (May)
- 2012
 Institute for Healthcare Improvement, Fellows Seminar (Sept)

- 2010**
 Mayo Clinic Operations Research Conference (Aug)
- 2009**
 Eight Annual Quality Colloquium, Cambridge, MA Panelist:
 "New Perspectives on Organizational Learning."
- 2008**
 Eastern Massachusetts Healthcare Initiative Task force on
 Eliminating Hospital-Acquired Infections, Boston, MA (July)
 Moderator, David Blumenthal, other panelists: Richard Shannon, Peter Pronovost
 Summer Institute on Evidence-Based Practice, San Antonio, TX (June)
 Consortium for Operational Excellence in Retailing, Customer-Initiated Problem
 Solving in Retail: Antecedents and Outcomes, Philadelphia, PA (May)
- 2007**
 National Annual Quality Congress for Neonatology, Washington, DC (Dec)
 Johns Hopkins School of Medicine, Patient Safety Grand Rounds
 Baltimore, MD. Invited by Peter Pronovost (Aug)
- 2005**
 Massachusetts Organization of Nurse Executives, Quarterly Meeting (Sept)
 Alliance of Independent Academic Medical Centers:
 Annual Meeting, Amelia Island, FL (March)
 Massachusetts General Hospital, Collaborative Governance Quality Conference,
 Boston, MA (Feb)
- 2004**
 University of Pennsylvania, School of Medicine, Occupational Health,
 Quality Grand Rounds, Philadelphia, PA. Invited by Linda Aiken (Oct)
- 2003**
 Home Health National Policy Meeting, New York, NY (July)
 Harvard School of Public Health, ERC Seminar On Occupational Health,
 Boston, MA (April)
- 2002**
 Vermont Oxford Network of Neonatal Intensive Care Units,
 Chicago, IL (Sept)

RESEARCH GRANTS

- 2018**
 Boston University Digital Health Initiative Research Incubation Award (#2018-02-011)
 \$5,000 for "Misinformation Reduction in Patient-doctor relationships" with Arshya
 Feizi and Jillian Berry Jaeker.
- 2011**
 \$10,000 Gordon & Betty Moore Foundation, Develop a Survey
 Instrument to Measure Workaround Culture on Hospital Nursing Units

PROFESSIONAL ACTIVITIES

Academic Conferences

2023, 2022 Wharton Empirical Operations Workshop (co-organizer)
2019, 2018, 2013 Manufacturing & Service Operations Management
2019, 2018, 2017, 2012, 2008 University of Utah Winter Operations Conference
2024, 2023, 2018, 2016, 2012, 2011, 2009-2005 Production & Operations Management Society
2023, 2022, 2016, 2015, 2013, 2012-11, 2006, 2008, 2004-02 INFORMS
2012, 2011, 2006, 2001 Academy of Management
2013, 2011 Decision Sciences Institute
2006 European Group for Organizational Studies
2011 Industry Studies Association
2007 Society for Industrial & Organizational Psychology

ACADEMIC SERVICE

Management Science

Department Editor, Healthcare Department, 2024 - ongoing
Associate Editor, Healthcare Department, 2018 – 2022
Ad hoc reviewer, 2005-2017

Manufacturing and Service Operations Management

Inaugural Department Editor for Environment, Health and Society, Jan 2021-Jan 2024
Associate Editor, 2016-2020
Editorial Review Board, Special Issue on Empirical Science, 2005
Ad hoc reviewer, 2004-2015

Journal of Operations Management

Inaugural Editor for Healthcare Department, 2016 – Dec 2018
Associate Editor & Editorial Review Board, July 2008 -2014
Ad hoc reviewer 2003-2008

Organization Science

Editorial Review Board 2010-2016
Ad hoc reviewer 2009

Operations Research

Special Issue Associate Editor, 2019-2021

Production and Operations Management

Senior Editor 2006 - 2017 (Healthcare, Service Operations, Industry Studies and Public Policy)
Co-Editor, Special Issue on Healthcare Operations with C.Froehle, S.Zenios.
Ad hoc reviewer 2003-2006

MSOM Society (INFORMS)

Healthcare SIG Chair, July 2019- July 2021

“Best Published Paper in Service Operations”, Award Committee 2019, 2020 (Chair)

Production & Operations Management Society

POMS 34th Annual Conference, Program Co-Chair, 2024

Board Member, 2016-2018

Healthcare Track Co-Chair POMS Conference, 2016, 2017

Judge, Healthcare Operations Management Best Paper Award, POMS Conference 2016

Judge, Wickham Skinner Early Scholar Award 2016. Chair: Geoffrey Parker

Chair, Wickham Skinner Teaching Award, 2017.

Judge, Wickham Skinner Teaching Award, 2013. Chair: Kumar Rajaram

President, College of Healthcare Operations Management, 2009-2010

Other Organizations

Joint Commission Journal for Healthcare Quality: Ad hoc reviewer, 2005

Health Services Research: Ad hoc reviewer, 2004-2010

International Journal of Operations & Production Management, 2005

California Management Review: Ad hoc reviewer, 2004, 2005;

Ad hoc reviewer, Sept 2002, Special Issue on Healthcare Research

National Science Foundation: Research Grant Reviewer 2004, 2016

Canadian Research Board (SSHRC): Research Grant Reviewer 2005

Israeli Science Foundation: Grant Reviewer 2005, 2009, 2015

BOSTON UNIVERSITY ACTIVITIES & SERVICE

- Board of Trustees, Boston University Medical Group 2018-2024
 - Subcommittees: Compensation, Governance and Nomination (Chair)
- Questrom, Operations and Technology Management Department Recruiting committee 2016-2017, 2018-2021 (Chair)
- Questrom, Doctoral Program Liaison for Operations and Technology Management Department AY 2017-current
- Questrom, MBA Program Development Committee AY 2020-present
 - Chair of subcommittee on course approval/ curricular issues
- Questrom, Committee on Diversity, Equity and Inclusion AY 2020-2021
 - Member of subcommittee on faculty diversity
- Questrom, Promotion and Tenure Committee AY 2018-2019
- Questrom, Health Sector Management Program Development Committee AY 2017-2018, 2018-2019
- Questrom, Marketing Department Search Committee for Healthcare Marketing Associate Professor Fall 2017

BRANDEIS UNIVERSITY ACTIVITIES & SERVICE

- International Business School, Business Area Head, June 2015
- International Business School Dean's Task Force on Academic Governance Structure 2014-2015
- Heller School Recruiting committee 2014-2015

HARVARD BUSINESS SCHOOL ACTIVITIES & SERVICE

- Committee: Review of Policies for MBA Community Values Violations 2012 Academic Advisor for MBA students in academic difficulty, 2012-2014
- New Doctoral Student Program: Panelist on “Faculty Research Presentations” 2012, “Developing Mentorship Relationships with Faculty” 2013
- Start program for New Faculty, July 2011, Panel on Research & Teaching Alignment
- HBS Research Day Presentation, May 2010
- Technology & Operations Management Recruiting committee 2010
- Technology & Operations Management Seminar Series Coordinator 2008-2009

PROFESSIONAL EXPERIENCE

Quality Improvement and System Engineer

General Mills June 1992- July 1997

Responsible for ongoing quality, process improvements, and cost reductions for a variety of consumer food products manufactured by three shifts of Packaging and process operators. Conducted material balances, performed capability studies, designed experiments, and managed new equipment installation.

Nuclear Quality Control Engineer

General Dynamics, Electric Boat Division 1990-1991

Developed manufacturing specifications for valves and fasteners used in the nuclear part of submarines, Inspected contract manufacturers for conformance to specifications.