

HUMMY SONG

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ACADEMIC POSITIONS

The Wharton School, University of Pennsylvania Philadelphia, PA
2017- Assistant Professor of Operations, Information and Decisions
2021-2022 Claude Marion Endowed Faculty Scholar
2016-2017 Lecturer of Operations, Information and Decisions

ACADEMIC AFFILIATIONS

2021- **Corporal Michael J. Crescenz VA Medical Center** Philadelphia, PA
Research Associate (WOC)
2016- **Leonard Davis Institute of Health Economics** Philadelphia, PA
Senior Fellow

EDUCATION

2017 **Ph.D., Health Policy Management, Harvard University** Cambridge, MA
2011 **M.P.P., Harvard Kennedy School of Government** Cambridge, MA
2008 **A.B., magna cum laude, Harvard College** Cambridge, MA

REFEREED PUBLICATIONS

*Authors listed alphabetically †Corresponding author ^PPractitioner coauthor

1. *Kim S-H, †**Song H**, Valentine M. 2022. Learning in Temporary Teams: The Varying Effects of Partner Exposure by Team Member Role. *Organization Science* (forthcoming).
2. Bergman A, **Song H**, David G, Spetz J, †Candon M. 2022. The Role of Schedule Volatility in Home Health Nursing Turnover. *Medical Care Research and Review* 79(3): 382-393.
 - [LDI Blog](#).
3. †**Song H**, Andreyeva E, David G. 2022. Time is the Wisest Counselor of All: The Value of Provider-Patient Engagement Length in Home Health Care. *Management Science* 68(1): 420-441.
 - [Home Health Care News](#).
4. †^PFriedman AB, ^PGervasi S, **Song H**, Bond AM, ^PChen AT, Bergman A, David G, ^PBailey JM, ^PBrooks R, ^PSmith-McLallen A. 2022. Telemedicine Catches On: Changes in the Utilization of Telemedicine Services During the Covid-19 Pandemic. *American Journal of Managed Care* 28(1): e1-e6.
 - [LDI Blog](#).

5. †**Song H**, ^PMcKenna R, ^PChen AT, David G, ^PSmith-McLallen A. 2021. The Impact of the Non-essential Business Closure Policy on Covid-19 Infection Rates. *International Journal of Health Economics and Management* 21(4): 387-426.
 - [Reuters](#), [Philadelphia Inquirer](#), [WHYY](#), [CBS News](#), [Knowledge@Wharton](#), [Wharton Business Daily](#), [Philadelphia Inquirer](#).
6. *Armony M, Roels G, †**Song H**. 2021. Capacity Choice Game in a Multi-Server Queue: Existence of a Nash Equilibrium. *Naval Research Logistics* 65(5): 663-678.
7. *Armony M, Roels G, †**Song H**. 2021. Pooling Queues with Strategic Servers: The Effects of Customer Ownership. *Operations Research* 69(1): 13-29.
 - [Wall Street Journal](#), [Knowledge@Wharton](#), [INSEAD Knowledge](#).
8. †**Song H**, Bergman A, ^PChen AT, ^PEllis D, David G, ^PFriedman AB, Bond AM, ^PBailey JM, ^PBrooks R, ^PSmith-McLallen A. 2021. Disruptions in Preventive Care: Mammograms During the Covid-19 Pandemic. *Health Services Research* 56(1): 95-101.
 - [Quartz](#), [Science News](#), [Knowledge@Wharton](#), [LDI Blog](#).
9. †^PKohn R, Harhay MO, Bayes B, **Song H**, ^PHalpern SD, ^PKerlin MP, ^PGreysen SR. 2021. Influence of bedspacing on outcomes of hospitalised medicine service patients: A retrospective cohort study. *BMJ Quality & Safety* 30(2): 116-122.
10. †**Song H**, Tucker AL, ^PGraue R, ^PMoravick S, ^PYang JJ. 2020. Capacity Pooling in Hospitals: The Hidden Consequences of Off-Service Placement. *Management Science* 66(9): 3825-3842.
 - Featured article in September 2020 issue.
 - [Knowledge@Wharton](#), [INFORMS](#), [Management Science Blog](#).
11. †^PKohn R, Harhay MO, ^PWeissman GE, ^PAnesi GL, Bayes B, **Song H**, ^PHalpern SD, ^PGreysen SR, ^PKerlin MP. 2020. The Association of Geographic Dispersion With Outcomes Among Hospitalized Pulmonary Service Patients. *Annals of the American Thoracic Society* 17(2): 249-252.
12. †**Song H**, Tucker AL, ^PMurrell KL, ^PVinson DR. 2018. Closing the Productivity Gap: Improving Worker Productivity through Public Relative Performance Feedback and Validation of Best Practices. *Management Science* 64(6): 2628-2649.
 - Finalist, 2019 Best OM Paper in *Management Science* Award.
 - Finalist, 2015 MSOM Student Paper Competition.
 - Hon. Mention, 2015 INFORMS Behavioral OM Section Best Working Paper Award.
13. †**Song H**, Ryan M, Tendulkar S, Fisher J, Martin J, Peters AS, ^PFrolkis JP, Rosenthal MB, ^PChien AT, Singer SJ. 2017. Team Dynamics, Clinical Work Satisfaction, and Patient Care Coordination Between Primary Care Providers. *Health Care Management Review* 42(1): 28-41.
 - 2nd Place, 2015 AOM Annual Meeting Health Care Management Division Best Paper Award.
14. †**Song H**, Tucker AL. 2016. Performance Improvement in Health Care Organizations. *Foundations and Trends in Technology, Information and Operations Management* 9(3-4): 153-309.
15. †**Song H**, Tucker AL, ^PMurrell KL. 2015. The Diseconomies of Queue Pooling: An Empirical Investigation of Emergency Department Length of Stay. *Management Science* 61(12): 3032-3053.
 - 1st Place, 2018 M&SOM Service Management SIG Best Paper Award.
 - 1st Place, 2015 INFORMS Health Applications Society Best Student Paper Competition.

- 1st Place, 2014 AcademyHealth Annual Research Meeting Organizational Behavior and Management Division's Best Abstract.
 - [Wall Street Journal](#), [Knowledge@Wharton](#), [Wharton Magazine](#).
16. †**Song H**, ^PChien AT, Fisher J, Martin J, Peters AS, ^PHacker K, Rosenthal MB, Singer SJ. 2015. Development and Validation of the Primary Care Team Dynamics Survey. *Health Services Research* 50(3): 897-921.

ADDITIONAL PUBLICATIONS

*Authors listed alphabetically †Corresponding author ^PPractitioner coauthor

17. *Kim S-H, †**Song H**. How Digital Transformation Can Improve Hospitals' Operational Decisions. *Harvard Business Review online* January 18, 2022. <https://hbr.org/2022/01/how-digital-transformation-can-improve-hospitals-operational-decisions>.
- [Becker's Hospital Review](#), [Healthcare IT Today](#), [Knowledge@Wharton](#), [Wharton Business Daily](#), [LDI News](#).
18. †**Song H**, ^PEzaz G, ^PGreysen SR, ^PHalpern SD, ^PKohn R. How Hospitals Can Meet the Needs of Non-Covid Patients During the Pandemic. *Harvard Business Review online* July 14, 2020. <https://hbr.org/2020/07/how-hospitals-can-meet-the-needs-of-non-covid-patients-during-the-pandemic>.
- [Knowledge@Wharton](#), [Wharton Business Daily](#), [Penn Today](#).
19. ***Song H**, Veeraraghavan S. 2018. Quality of Care: An Operations Perspective of Health Care Quality. In T. Dai and S. Tayur (Eds.), *Handbook of Healthcare Analytics: Theoretical Minimum for Conducting 21st Century Research on Healthcare Operations*.

WORKING PAPERS & WORKS IN PROGRESS

*Authors listed alphabetically †Corresponding author ^PPractitioner coauthor

20. *†Lim JM, **Song H**, ^PYang JJ. The Spillover Effects of Capacity Pooling in Hospitals.
- 2nd Place, 2022 POMS College of Healthcare Operations Management Best Paper Competition.
21. *Bergman A, David G, †**Song H**. "I Quit": Schedule Volatility as a Driver of Voluntary Employee Turnover.
22. †**Song H**, Armony M, Roels G. Queue Configurations and Servers' Customer Orientation: An Experimental Investigation.
23. *Jeon HH, Lucarelli C, ^PMazarati JB, ^PNgabo D, †**Song H**. Leapfrogging for Last-mile Delivery in Health Care.
24. *†Lekwijit T, **Song H**, Terwiesch C. The Impact of Video Visits on Demand for Care.
25. †**Song H**, Huckman RS. Cohort Turnover and Operational Performance: The July Phenomenon in Teaching Hospitals.
- Finalist, 2015 POMS College of Healthcare Operations Management Best Paper Competition.

AWARDS AND HONORS

Research

Winner, POMS Early Career Research Accomplishments Award, 2022.
 2nd Place, POMS College of Healthcare Operations Management Best Paper Competition, 2022.
 Finalist, Best OM Paper in *Management Science* Award, 2019.
 1st Place, M&SOM Service Management SIG Best Paper Award, 2018.
 1st Place, INFORMS Health Applications Society Best Student Paper Competition, 2015.
 Finalist, MSOM Student Paper Competition, 2015.
 Hon. Mention, INFORMS Behavioral OM Section Best Working Paper Award, 2015.
 Finalist, POMS College of Healthcare Operations Management Best Paper Competition, 2015.
 2nd Place, AOM Annual Meeting Health Care Management Division Best Paper Award, 2015.
 1st Place, AcademyHealth Organizational Behavior and Management Division Best Abstract Award, 2014.
 Thomas T. Hoopes Prize for outstanding undergraduate honors thesis, Harvard College, 2008.

Teaching

Wharton Teaching Excellence Award, 2018, 2019, 2020, 2021.
Goes Above and Beyond the Call of Duty Wharton MBA Core Teaching Award, 2018.
 Harvard University Derek Bok Center Certificate of Distinction in Teaching, 2010, 2013, 2014.

Service

Distinguished Service Award, *Management Science*, 2020, 2021.
 Meritorious Service Award, *Management Science*, 2017.
 Meritorious Service Award, *M&SOM*, 2017, 2018, 2020, 2021.
 Joan P. Curhan Citizenship Award, Harvard PhD Program in Health Policy, 2015.

FELLOWSHIPS AND GRANTS

Fishman-Davidson Center Research Grant (\$10,000), 2022-2023.
 Wharton Dean's Research Fund (\$15,000), 2022-2024.
 VA HSR&D Investigator Initiated Research (IIR) (\$1,167,902), 2021-2025.
 Mack Institute Research Fellowship (\$10,000), 2021-2022.
 Wharton Dean's Research Fund (\$17,000), 2020-2022.
 Wharton-INSEAD Centre for Global Research and Education (€6,275), 2020-2021.
 Mack Institute Research Fellowship (\$10,000), 2020-2021.
 Mack Institute Research Fellowship (\$7,000), 2019-2021.
 Global Initiatives Research Program (\$15,000), 2019-2021.
 Wharton Dean's Research Fund (\$18,760), 2019-2021.
 Fishman-Davidson Center Research Grant (\$10,000), 2019-2020.
 Fishman-Davidson Center Research Grant (\$10,000), 2018-2019.
 Wharton Dean's Research Fund (\$12,000), 2017-2019.
 Harvard Business School Doctoral Fellowship, 2011-2016.
 Daniel A. Buckley Scholarship, Harvard University, 2011-2015.
 Daniel A. Buckley Scholarship, Harvard Kennedy School, 2009-2011.
 Cogan Family Fund for Humanitarian Studies (\$2,500), 2010.
 Harvard Kennedy School Summer Internship Fund (\$2,500), 2010.
 Charles Warren Center (\$2,230), 2007-2008.
 Center for American Political Studies (\$1,000), 2007-2008.
 Harvard College Research Program (\$2,000), 2007-2008.

INVITED TALKS*° Cancelled due to Covid-19*

- 2023 London Business School (scheduled).
University College London (scheduled).
- 2022 Gies College of Business, University of Illinois Urbana-Champaign (scheduled).
Center for Health Incentives & Behavioral Economics (CHIBE) & Division of Health Policy,
Perelman School of Medicine, University of Pennsylvania (scheduled).
Wharton Workshop on Empirical Research in Operations Management.
MSOM Conference.
MSOM Conference Healthcare Special Interest Group.
MSOM Conference Healthcare Special Interest Group [discussant].
Penn Health Policy Retreat, University of Pennsylvania.
Harvard Business School, Harvard University.
Columbia Business School, Columbia University.
Sustainable OM Workshop
Whiting School of Engineering, Johns Hopkins University.
- 2021 Caribbean Health Economics Symposium.
NBER Health Economics Program Meeting.
Scheller College of Business, Georgia Institute of Technology.
SNU Business School, Seoul National University.
Wharton Workshop on Empirical Research in Operations Management.
MSOM Conference Healthcare Special Interest Group.
Booth School of Business, University of Chicago.
- 2020 ° School of Management, University of College London.
° Columbia Business School DRO Healthcare Conference, Columbia University.
Yale School of Management, Yale University.
Penn Health Policy Retreat, University of Pennsylvania.
- 2019 McCombs School of Business, University of Texas at Austin.
MSOM Conference Healthcare Special Interest Group.
Johns Hopkins Symposium on Healthcare Operations, Johns Hopkins Carey Business School.
ElevatingHOME & VNAA National Leadership Conference. Washington, DC.
- 2018 Stern School of Business, New York University.
ISOM Workshop on Empirical Research, Goizueta Business School, Emory University.
Wharton Workshop on Empirical Research in Operations Management.
MSOM Conference.
MSOM Conference Healthcare Special Interest Group.
Center for Health Incentives & Behavioral Economics, University of Pennsylvania.
Wisconsin School of Business, University of Wisconsin-Madison.
Center for Healthcare Delivery Science, Beth Israel Deaconess Medical Center.
- 2017 Duke Strategy Conference, Fuqua School of Business, Duke University.
MSOM Conference Service Special Interest Group.
Department of Emergency Medicine, Perelman School of Medicine, University of Pennsylvania.
- 2016 Penn Health Policy Retreat, University of Pennsylvania.
Clinical Operations Team, Hospital of the University of Pennsylvania Emergency Department.
Carlson School of Management, University of Minnesota.
Anderson School of Management, University of California, Los Angeles.
Marshall School of Business, University of Southern California.
Stanford Graduate School of Business, Stanford University.
Olin School of Business, Washington University in St. Louis.
Columbia Business School, Columbia University.

- The Wharton School, University of Pennsylvania.
 London Business School.
 INSEAD.
 Ross School of Business, University of Michigan.
 Haas School of Business, University of California, Berkeley.
 Booth School of Business, University of Chicago.
 Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
 MIT Sloan School of Management, MIT.
- 2015 Kellogg School of Management, Northwestern University.
 Goizueta Business School, Emory University.
 Moore School of Business, University of South Carolina.
 Fisher College of Business, The Ohio State University.
 Darden School of Business, University of Virginia.
 Wharton Workshop on Empirical Research in Operations Management.
 Behavioral Operations Conference.
 Patient-Centric Healthcare Management in the Age of Analytics Conference.
 Society of General Internal Medicine Annual Meeting.
 Harvard Business School Program for Research in Markets & Organizations Seminar.
- 2014 Harvard Business School Program for Research in Markets & Organizations Seminar.
- 2013 MSOM Conference.
- 2012 Unite for Sight, Global Health & Innovation Conference.

TEACHING

Instructor, The Wharton School, University of Pennsylvania

OIDD 101: Introduction to Operations and Information Management (UG Core), Fall 2017, Fall 2018, Fall 2019, Spring 2021, Spring 2023.
 OIDD 615: Operations Strategy (MBA Core), Spring 2017, Fall 2017, Fall 2018, Fall 2019.
 HCMG 890: Healthcare and Business in Ghana (Global Modular Course), Spring 2022.
 Management Development Program (Executive Education), 2020-.

Guest Lectures

Proseminar in Health Services Research (PhD Course), The Wharton School, 2017, 2018, 2019, 2020, 2021.
 OIDD PhD Seminar (PhD Course), The Wharton School, 2018, 2020, 2021, 2022.
 Empirical Methods in Operations Management (PhD Course), McCombs School of Business, The University of Texas at Austin, 2019.
 Empirical Technology & Operations Management (PhD Course), Harvard Business School, 2018, 2022.

Teaching Fellow, Harvard University

GHHP 50: Quality of Health Care in America (UG Elective), Spring 2013, Spring 2014.
 USW 11: American Health Care Policy (UG Elective), Fall 2010.
 STAT E102: Fundamentals of Biostatistics (Continuing Education), Spring 2010.

EDITORIAL SERVICE

Associate Editor

Management Science, 2021-.

Reviewer

Management Science, Manufacturing & Service Operations Management, Operations Research, Organization Science, Production and Operations Management, Service Science, Journal of Operations Management, Naval Research Logistics, Organizational Behavior and Human Decision Processes, Annals of Emergency Medicine.

PROFESSIONAL SERVICE

Organization of Conferences

Cluster Co-chair, Healthcare Economics Cluster, INFORMS Healthcare Conference, 2019.

Organization of Competitions

Committee Member, Bonder Scholarship for Applied OR in Health Services, 2018, 2019.

Judging Service for Competitions

MSOM Student Paper Competition, 2017, 2018, 2019, 2020, 2021, 2022.

POMS College of Healthcare OM Best Paper Competition, 2017, 2020, 2021, 2022.

INFORMS Public Sector OR Best Paper Competition, 2022.

INFORMS Behavioral OM Best Working Paper Award, 2017, 2020, 2022.

INFORMS Health Application Society Student Paper Competition, 2019.

INFORMS Health Application Society Pierskalla Award, 2017.

Refereeing Service for Conferences

MSOM Service SIG, 2022.

MSOM Healthcare SIG, 2018, 2019, 2020, 2021, 2022.

Academy of Management Conference, 2015.

Refereeing Service for Grants

Research Grants Council of Hong Kong, 2018.

Invited Speaking Engagements

Panelist, INFORMS Annual Meeting, 2022 (scheduled).

Panelist, Organization Theory in Health Care Conference, 2019.

Panelist, POMS Doctoral Consortium, 2016.

Organization of Sponsored/Invited Sessions in International Conferences

Session Chair, Healthcare Applications Society Track, INFORMS Annual Meeting, 2022.

Session Chair, MSOM Healthcare Operations Track, INFORMS Annual Meeting, 2022.

Session Chair, Healthcare Applications Society Track, INFORMS Annual Meeting, 2021.

Session Chair, MSOM Healthcare Operations Track, INFORMS Annual Meeting, 2021.

Session Chair, Healthcare OM Cluster, INFORMS Healthcare Conference, 2021.

Session Chair, MSOM Service Management SIG Track, INFORMS Annual Meeting, 2020.

Session Chair, MSOM Healthcare SIG Track, INFORMS Annual Meeting, 2020.

Session Chair, MSOM Healthcare Operations Track, INFORMS Annual Meeting, 2019.

Session Chair, Healthcare Applications Society Track, INFORMS Annual Meeting, 2019.

Session Chair, Healthcare Economics Cluster, INFORMS Healthcare Conference, 2019.
 Session Chair, Healthcare Delivery Cluster, INFORMS Healthcare Conference, 2019.
 Session Chair, MSOM Healthcare Operations Track, INFORMS Annual Meeting, 2018.
 Session Chair, Healthcare Applications Society Track, INFORMS Annual Meeting, 2018.
 Session Chair, Healthcare Analytics Track, POMS Annual Conference, 2018.
 Session Chair, Behavioral Operations Management Track, INFORMS Annual Meeting, 2017.
 Session Chair, Health Operations Management Track, INFORMS Healthcare Conference, 2017.
 Session Chair, Healthcare Operations Management Track, POMS Annual Conference, 2017.
 Session Chair, Empirical Research in OM Track, POMS Annual Conference, 2017.
 Session Chair, MSOM Healthcare Track, INFORMS Annual Meeting, 2016.

Professional Memberships

Institute for Operations Research and Management Sciences (INFORMS).
 Manufacturing and Service Operations Management Society (MSOM).
 Production and Operations Management (POMS).
 AcademyHealth.

ACADEMIC SERVICE

University of Pennsylvania

LDI Strategic Planning Committee, 2021-
 LDI-Penn Medicine Research Laboratory Joint Steering Committee, 2021-
 Speaker, Penn Center for Teaching & Learning Graduate Workshop, 2018.

The Wharton School

Wharton Research Data Services (WRDS) Advisory Board, 2020-
 Speaker, Wharton Undergraduate Healthcare Club Luncheon Series, 2018.
 Panelist, Wharton-INSEAD Doctoral Consortium, 2017.
 Panelist, Women in Business Academia Conference, 2017.

The Wharton School, Operations, Information, and Decisions Department

OM Seminar Committee, 2021-
 OID Seminar Committee, 2016-2018, 2020-2021.

Harvard Business School

Wyss Doctoral Mentoring Awards Committee, 2013-2016.
 Doctoral Programs Student Advisory Committee, 2011-2016.

PhD Dissertations Supervised

Lesley Meng, graduated 2019 (Committee member).
 First placement: Assistant Professor, Yale School of Management, Yale University.
 Tan (Suparerk) Lekwijit, graduated 2021 (Committee member).
 First placement: Assistant Professor, Carey School of Business, Arizona State University.
 Jong Myeong Lim, graduated 2022 (Co-advisor).
 First placement: Post-doctoral Fellow, Tuck School of Business, Dartmouth College.
 H. Harriet Jeon, expected graduation 2025 (Advisor).

Pre-Docs Supervised

Haksoo Lee (PhD program placement: Wharton Finance).
 Catherine Wang (PhD program placement: Wisconsin Operations Management).

Yihao Yuan (PhD program placement: Wharton Marketing).
Bolun Xiao (Ongoing).

OTHER PROFESSIONAL EXPERIENCE

- Research, TAMTAM (Together Against Malaria), Mukono and Gulu, Uganda.
- Policy Research, The Century Foundation, New York, NY.
- Policy Research, Campaign for Tobacco-Free Kids, Washington, DC.

OUTSIDE ACTIVITIES

- Member, Board of Directors, SmartLabs, 2021-.