

# Michael Freeman

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## ACADEMIC POSITIONS

2017– Assistant Professor of Technology and Operations Management – INSEAD, Singapore.

## OTHER POSITIONS

2019– Research Fellow – Cambridge Centre for Health Leadership & Enterprise, University of Cambridge, UK.

## EDUCATION

- 2017 Ph.D. in Management Science – Judge Business School, University of Cambridge, UK.  
Thesis topic area: Empirical health care operations management.  
Advisors: Stefan Scholtes (University of Cambridge) and Nicos Savva (London Business School).
- 2011 MPhil in Management Science and Operations, with Distinction – Judge Business School, University of Cambridge, UK.
- 2010 MMORSE (Combined BSc and MSc in Mathematics, Operations Research, Statistics, and Economics), with First-Class Honors – Department of Statistics, University of Warwick, UK.

## RESEARCH INTERESTS

Healthcare operations; Healthcare design and delivery; Service management; Empirical operations.

## RESEARCH OUTPUT

### Refereed Journal Articles

- [1] “Gatekeepers at Work: An Empirical Analysis of a Maternity Unit.” *Management Science*, 63(10):3147–3167, 2017. (with Nicos Savva and Stefan Scholtes.)  
doi: [10.1287/mnsc.2016.2512](https://doi.org/10.1287/mnsc.2016.2512)  
– Finalist, 2014 William Pierskalla Award.
- [2] “Is Seniority of Emergency Physician Associated with the Weekend Mortality Effect? An Exploratory Analysis of Electronic Health Records in the UK.” *Emergency Medicine Journal*, 36:708–715, 2019. (with Larry Han, Jason Fine, Susan Robinson, Adrian Boyle, and Stefan Scholtes.) doi: [10.1136/emered-2018-208114](https://doi.org/10.1136/emered-2018-208114)  
– Commentary by Dr. Katherine Henderson, President of Royal College of Emergency Medicine, London, UK. doi: [10.1136/emered-2019-209179](https://doi.org/10.1136/emered-2019-209179)
- [3] “Economies of Scale and Scope in Hospitals: An Empirical Study of Volume Spillovers.” *Management Science*, 67(2):673–697, 2021. (with Nicos Savva and Stefan Scholtes.)  
doi: [10.1287/mnsc.2019.3572](https://doi.org/10.1287/mnsc.2019.3572)  
– First Prize, 2016 MSOM Student Paper Competition.
- [4] “Gatekeeping, Fast and Slow: An Empirical Study of Referral Decisions in the Emergency Department.” *Management Science*, 67(7):4209–4232, 2021. (with Susan Robinson and Stefan Scholtes.) doi: [10.1287/mnsc.2020.3711](https://doi.org/10.1287/mnsc.2020.3711)

- Former title: ‘Gatekeeping Under Congestion: An Empirical Study of Referral Decisions in the Emergency Department’

- [5] “Curbing the Opioid Epidemic at its Root: The Effect of Provider Discordance after Opioid Initiation.” *Management Science*, 68(3):2003–2015, 2022. (with Katherine Bobroske, Lawrence Huan, Anita Cattrell, and Stefan Scholtes.) doi: [10.1287/mnsc.2021.4252](https://doi.org/10.1287/mnsc.2021.4252)
- [6] “Be the Match: Optimizing Capacity Allocation for Allogeneic Stem Cell Transplantation.” *Manufacturing & Service Operations Management*, Published online, 2022. (with Sundara Natarajan Panchanatham, Harry Groenevelt, and Sameer Hasija.) doi: [10.1287/msom.2022.1093](https://doi.org/10.1287/msom.2022.1093)

### Peer-Reviewed Conference Proceedings

- [7] “An Unintended Consequence of Platform Dependence: Empirical Evidence from IT-Enabled Food-Delivery Platforms.” *International Conference on Information Systems 2022*, 2022. (with Varun Karamshetty and Sameer Hasija.)

### Articles Under Review

- [8] “Continuity of Care Increases Physician Productivity in Primary Care.” INSEAD Working Paper No. 2022/36/TOM. Resubmitted following a major revision at *Management Science*. (with Harshita Kajaria-Montag and Stefan Scholtes.) SSRN: <http://ssrn.com/abstract=3868231>  
– Finalist, 2022 Best Paper Competition of the College of Healthcare Operations Management of POMS.
- [9] “Can Predictive Technology Help Improve Acute Care Operations? Investigating the Impact of Virtual Triage Adoption.” INSEAD Working Paper No. 2021/11/TOM. Resubmitted following a reject and resubmit at *Operations Research*. (with Jiatao Ding and Sameer Hasija.) SSRN: <http://ssrn.com/abstract=3806478>

### Working Papers

- [10] “Workforce Composition as a Key Determinant of Continuity of Care in Primary Care.” INSEAD Working Paper No. 2020/47/TOM. (with Harshita Kajaria-Montag.) SSRN: <http://ssrn.com/abstract=3699385>

### Research in Progress

- [11] “From Gray to Black: Markets for Counterfeit Pharmaceutical Products.” (with Jiatao Ding and Saša Zorc.)
- [12] “The Value of Analytics Partnerships for Biopharmaceuticals.” (with Jiatao Ding and Niyazi Taneri.)

### Published Abstracts from Competition Winners

- “Gatekeepers at Work: An Empirical Analysis of a Maternity Unit.” *Manufacturing & Service Operations Management*, 19(2):328–330, 2017. (with Nicos Savva and Stefan Scholtes.)

### Refereed Conference Proceedings

- “Continuity of Care Increases Clinical Productivity in Primary Care.” Healthcare SIG, *Proceedings of MSOM*, TUM, Germany. 2022. Presented by Harshita Kajaria-Montag.
- “The Operational Determinants of Relational Continuity of Care: An Empirical Study of Primary Care in the UK.” Healthcare SIG, *Proceedings of MSOM*, University of Indiana, IN. 2021. Presented by Harshita Kajaria-Montag.

“Gatekeeping Under Congestion: An Empirical Study of Referral Decisions in the Emergency Department.” Healthcare SIG, *Proceedings of MSOM*, University of North Carolina, NC. 2017.

“Economies of Scale and Scope in Hospitals: An Empirical Study of Volume Spillovers.” *Proceedings of Wharton Workshop for Empirical Research in Operations Management*, Wharton, PA. 2016.

“Gatekeepers at Work: An Empirical Analysis of a Maternity Unit.” Healthcare SIG, *Proceedings of MSOM*, INSEAD, France. 2013. Presented by Nicos Savva.

### Research Briefs

“How a second opinion could help curb the opioid crisis.” 2021. INSEAD Knowledge. URL: <https://knowledge.insead.edu/operations/how-a-second-opinion-could-help-curb-the-opioid-crisis-16831>

“A route to decomplexifying hospitals.” 2021. Management Science Review. URL: <https://www.informs.org/Blogs/ManSci-Blogs/Management-Science-Review/A-Route-to-Decomplexifying-Hospitals>

“A closer look at the weekend effect.” 2020. INSEAD Knowledge. URL: [knowledge.insead.edu/operations/a-closer-look-at-the-weekend-effect-14176](https://knowledge.insead.edu/operations/a-closer-look-at-the-weekend-effect-14176)

### Teaching Cases

“Activate Healthcare: Disrupting the American Healthcare System.” 2021. INSEAD Case Ref. 6594. URL: <https://publishing.insead.edu/case/activate-healthcare-disrupting-american-healthcare-system>

### INVITED TALKS AND CONFERENCE PRESENTATIONS

- 2022 Columbia Business School (NYC, NY: scheduled); Wharton School of the University of Pennsylvania (Philadelphia, PA: scheduled).  
INFORMS (Indianapolis, IN: scheduled).
- 2021 Dartmouth Tuck School of Business (Hanover, NH: virtual); London Business School (London, UK: virtual); University College London (London, UK: virtual).  
IFORS (Seoul, Korea: virtual).
- 2019 MSOM Conference (Singapore); POMS-HK International (Hong Kong).
- 2018 Singapore Management University (Singapore); NTU Nanyang Business School (Singapore); NUS Business School (Singapore).  
INFORMS Annual Meeting (Phoenix, AZ); POMS-HK International (Hong Kong).
- 2017 UCLA Anderson School of Management (Los Angeles, CA); UNC Kenan Flagler Business School (Chapel Hill, NC); JHU Carey Business School (Baltimore, MD); INSEAD (Fontainebleau, France); IU Kelley School of Business (Bloomington, IN); Kellogg School of Management, Northwestern University (Evanston, IL); UBC Sauder School of Business (Vancouver, Canada); Emory University’s Goizueta Business School (Atlanta, GA).  
INFORMS Healthcare (Rotterdam, Netherlands); MSOM Healthcare SIG (Chapel Hill, NC).
- 2016 MIT Sloan School of Management (Cambridge, MA); UVA Darden School of Business (Charlottesville, VA).  
INFORMS Annual Meeting (Nashville, TN); Wharton Workshop for Empirical Research in Operations Management (Philadelphia, PA); London Business School Doctoral Conference (London, UK).

- 2015      INFORMS Annual Meeting (Philadelphia, PA).  
 2014      INFORMS Annual Meeting (San Francisco, CA).  
 2013      Cambridge Judge Business School Doctoral Conference (Cambridge, UK).  
 2012      INFORMS Annual Meeting (Phoenix, AZ); Cambridge Judge Business School Doctoral Conference, (Cambridge, UK).

## **TEACHING**

### **INSEAD**

#### *Degree Programmes (Ongoing):*

- 2021–      Process and Operations Management – GEMBA core.  
             – Taught GEMBA Class of 22A, 23A (Singapore).  
 2020–      Empirical Methods in Technology and Operations Management – Ph.D.  
             – Course runs every two years (taught in 2020 & 2022).  
 2020–      Identifying New Business Models – MBA elective.  
             – Taught MBA Class of 20J, 20D, 21J, 21D, 22D (Singapore).

#### *Degree Programmes (Completed/One-Offs):*

- 2021      Research Topics in Technology and Operations Management (1 session) – Ph.D.  
 2018      Research Topics in Technology and Operations Management (1 session) – Ph.D.  
 2017–20    Process and Operations Management – MBA core.  
             – Taught MBA Class of 18D, 19D, 20J, 20D (Singapore).  
             – Winner of Best Teaching Award (MBA Class of 20J).

#### *Executive Education:*

- 2022–      Management Acceleration Programme (Singapore).  
 2019–      Customised Programmes: Sumitomo Chemical; Procter & Gamble; Tata Consultancy Services; Medtronic; GC Chemicals.

### **London Business School**

- 2015–17    Data Analytics for Management – EMBA (Dubai) core, teaching assistant (with V. Kostami).  
 2014–16    Data, Models, and Decisions – MBA core, teaching assistant (with V. Kostami and N. Savva).

### **Cambridge Judge Business School**

- 2012–13    Econometrics I & II – MA core, co-instructor (with P. Kattuman).  
 2012      Uncertainty and Real Options – MA elective, teaching assistant (with Y.S. Lee).  
 2011–12    Econometrics I & II – MA core, teaching assistant (with P. Kattuman).

## **PROFESSIONAL ACTIVITIES AND AFFILIATIONS**

### **Judging Service for Competitions**

Seth Bonder Scholarship for Applied Operations Research in Health Services (2019 & 2020); MSOM Student Best Paper Competition (2018, 2020 & 2021).

### **Refereeing Service for Conferences**

MSOM Service Management SIG (2020, 2021); MSOM Healthcare SIG (2016, 2019, 2020, 2021 & 2022).

### Refereeing Service for Journals

Management Science (2018, 2020 & 2021 Distinguished Service Award); Manufacturing & Service Operations Management (2018 Meritorious Service Award); Production and Operations Management (2019 Outstanding Reviewer Award); Health Care Management Science.

### Chairing of Tracks/Clusters in International Conferences

Co-Chair (Empirical Operations Management Track, MSOM Conference, 2019).

### Organization of Sessions in International Conferences

Session Chair (MSOM Healthcare SIG Cluster, INFORMS Healthcare, 2019).  
 Session Chair (Healthcare Economics Cluster, INFORMS Healthcare, 2019).  
 Session Chair (MSOM Healthcare Track, INFORMS Annual Meeting, 2018).

### Other Professional Activities

Invited Discussant (MSOM Healthcare SIG, 2019).

### Professional Memberships

Manufacturing and Service Operations Management Society (M&SOM); Institute for Operations Research and Management Sciences (INFORMS); Health Applications Society (HAS).

## INSTITUTIONAL SERVICE

### INSEAD Administration

2021 Panelist, Research and Career Series: Promotion Process.  
 2020- TOM Area Seminar Series Organiser (with S.Y. Chun).  
 2020 Research Workstream Organiser, 2020 Faculty Retreat (with L. Huang and H. Greve).  
 2019 Travel Policy Focus Group.

### Ph.D. Programme

(NB: Symbols designate role as follows: \*Advised; †Collaborated with; ‡Committee member.)

#### *Past Doctoral Students:*

2022 Dmitrii Sumkin<sup>‡</sup>, INSEAD. (1<sup>st</sup> position: University of Illinois at Urbana-Champaign).  
 2020 Katherine Bobroske<sup>†</sup>, Cambridge Judge Business School. (1<sup>st</sup> position: Haven Healthcare).  
 2020 Varun Karamshetty<sup>†‡</sup>, INSEAD (1<sup>st</sup> position: NUS School of Computing, Singapore).  
 2020 Vivek Choudhary<sup>‡</sup>, INSEAD (1<sup>st</sup> position: Nanyang Business School, Singapore).  
 2018 Saša Zorc<sup>‡</sup>, INSEAD (1<sup>st</sup> position: Darden, UVA).

#### *Current Doctoral Students:*

Jiatao Ding<sup>\*†‡</sup>, INSEAD.  
 Sundara Panchanatham<sup>†‡</sup>, INSEAD.  
 Harshita Kajaria<sup>\*†</sup>, Cambridge Judge Business School.

### MBA & GEMBA Programmes

2021– Supervised several GEMBA final projects.  
 2017– Mentored numerous independent study projects (ISPs).

**Others (Pre-INSEAD)**

- 2014 President, Robinson College Graduate Society.
- 2013 Technical advisor, MBA Global Consulting Projects, Cambridge Judge Business School.
- 2013 Co-organizer, Cambridge Judge Business School Doctoral Conference.
- 2013 Vice-president, Robinson College Graduate Society.
- 2011–13 Econometrics advisor, Cambridge Empirical Lab, Cambridge Judge Business School.

**AWARDS, HONORS, AND SCHOLARSHIPS****Paper Competitions**

- 2016 First Prize, 2016 MSOM Student Paper Competition.
- 2014 William Pierskalla Award Finalist, INFORMS Health Application Society.

**Teaching Recognition**

- 2020 Winner of Best Core Course Teaching Award, MBA Class of 20J
- 2020 Dean's Commendation for Excellence in MBA Teaching

**Cambridge Judge Business School**

- 2016 Director's Research Award, Cambridge Judge Business School.
- 2016 Lyondell Basell Research Scholarship, Cambridge Centre for Health Leadership.
- 2015 Economic and Social Research Council Student Internship Award.
- 2014 Teaching and Learning Innovation Grant, Cambridge Centre for Teaching and Learning.
- 2011–16 Economic and Social Research Council Doctoral Scholarship, University of Cambridge.

**OTHER EXPERIENCE**

- 2012–17 **Cambridge University Hospitals NHS Foundation Trust**, Cambridge, UK.  
Honorary appointment, with six months spent on-site from April to September 2016.
- 2012–17 **Various Health Sector Collaborations**, UK.  
Collaborated with health care organizations such as Papworth Hospital, Dr Foster Intelligence, the UnitingCare Partnership, the Cambridgeshire and Peterborough CCG, and the Healthcare Financial Management Association.
- 2015 **Office for National Statistics**, Newport, UK.  
Six-month placement in the health productivity branch of the UK government's national statistics agency.