

**Curriculum Vitæ**  
of  
**Claire Senot**

**Personal Data**

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**Academic Appointments**

Associate Professor (with tenure) of Management Science, A.B. Freeman School of Business, Tulane University, July 2020 – present.  
*Albert Lechter Early Career Professor, July 2020 – present*

Assistant Professor of Management Science, A.B. Freeman School of Business, Tulane University, July 2014 – June 2020.  
*Albert Lechter Early Career Professor, July 2017 – June 2020*  
*Irving H. LaValle Professor, July 2016 – June 2017*

**Academic Background**

- Ph.D. in Operations Management, The Ohio State University, May 2014.
- M.B.A., The Ohio State University, June 2008.  
Six Sigma Green Belt certified with Black Belt body of knowledge, April 2008.
- Master's Degree, Audencia Business School (Nantes, France), June 2007.

**Research Interests**

Health Care Operations, Quality Management, Organizational Learning

**Published Research Articles**

Lugovoi, I., D. Andritsos, C. Senot. “Novelty and scope of process innovation: The role of related and unrelated manufacturing experience”. Forthcoming in ***Production and Operations Management***.

Lugovoi, I., D. Andritsos, C. Senot. 2022. “Manufacturing Process Innovation in the Pharmaceutical Industry”. ***Manufacturing & Service Operations Management***. 24 (3): 1760-1778.

- Senot, C. 2021. "Reflections on Continuity of Care and Risk of Readmission". ***Production and Operations Management***. 30 (5): 1271-1272.
- Senot, C. 2019. "Continuity of Care and Risk of Readmission: An Investigation into the Healthcare Journey of Heart Failure Patients". ***Production and Operations Management***. 28 (8): 2008-2030.
- 2019 Ralph Gomory Best Industry Studies Paper Award
- Senot, C., A. Chandrasekaran, and P.T. Ward. 2016. "Collaboration between Service Professionals during the Delivery of Health Care: Evidence from a Multiple-Case Study in U.S. Hospitals". ***Journal of Operations Management*** 42-43: 62-79.
- Senot, C., A. Chandrasekaran, and P.T. Ward. 2016. "Role of Bottom-up Decision Processes in Improving Delivery of Care Quality: A Contingency Perspective". ***Production and Operations Management*** 25 (3): 458-476.
- Finalist, Most Influential Service Operations Paper published in *Production and Operations Management* 2016-2017
- Senot, C., A. Chandrasekaran, P.T. Ward, A.L. Tucker, and S.D. Moffatt-Bruce. 2016. "The Impact of Combining Conformance and Experiential Quality on Hospitals' Readmissions and Cost Performance". ***Management Science*** 62 (3): 829-848.
- Senot, C., A. Chandrasekaran. 2015. "What Has the Biggest Impact on Hospital Readmission Rates?" ***Harvard Business Review*** (digital article).
- Chandrasekaran, A. \*, C. Senot\*, and K.K. Boyer. 2012. "Process Management Impact on Clinical and Experiential Quality: Managing Tensions between Safe and Patient-Centered Healthcare". ***Manufacturing & Service Operations Management*** 14 (4): 548-566. (\* equal contributors)
- 2012 INFORMS-Industry Studies Association Best Paper Award

### Other Publications

- Senot, C., A. Chandrasekaran, P.T. Ward, and A.L. Tucker. "Do Professional Service Organizations Financially Benefit from Conformance and Experiential Quality? An Econometric Analysis of U.S. Acute Care Hospitals". ***Academy of Management Annual Conference Best Paper Proceedings*** (2013).
- Finalist 2013 OM division Chan Hahn Best Paper Award
- Senot, C., A. Chandrasekaran, and K.K. Boyer. "Role of State and Hospital Leadership in CMS Process Management: Effects on Art and Science of Care". ***Academy of Management Annual Conference Best Paper Proceedings*** (2011).
- Senot, C. and A. Chandrasekaran. "OM & Marketing". ***Operations Management Frontiers*** (2010) (<http://www.operations-management.info>).

### Work in progress

- "Advertising Effects" with Daniel Mochon
- "Organizational and operational strategies in health care delivery: Achieving the Triple Aim"

“Effect of IT implementation on patient-provider interactions: A case study of the benefits and costs of bedside reporting” in partnership with JPS Health Network, Forth Worth

“Accountable Care Organizations vs. Bundled Payments”

### **Press Mentions**

Improved Doc-Patient Communication Linked to Reduced Readmissions. September 24, 2015. **Fierce Healthcare.**

<https://www.fiercehealthcare.com/story/improved-doc-patient-communication-linked-reduced-readmissions/2015-09-24>

When you invest in patient experience – what are you paying for? Communication is key, experts say. September 25, 2015. **Advisory Board.**

<https://www.advisory.com/daily-briefing/2015/09/25/patient-experience-study>

### **Honors and Awards**

2021 Erich Sternberg Award for Faculty Research - Freeman School of Business, Tulane University, May 2021

2019 Ralph Gomory Best Industry Studies Paper Award – ISA Annual Conference, June 2020

Albert Lechter Early Career Professorship – Freeman School of Business, Tulane University, July 2017 - present

Finalist, Most Influential Service Operations Paper published in *Production and Operations Management* 2016-2017 – POMS Annual Conference, May 2018

Irving H. LaValle Research Award – Freeman School of Business, Tulane University, July 2016

Outstanding Reviewer Award for the *Production and Operations Management* journal – POMS Annual Conference, May 2016

Elwood S. Buffa Doctoral Dissertation Award – DSI Annual Meeting, November 2015

Runner-up 2014 Industry Studies Association (ISA) Dissertation Award – ISA Annual Conference, May 2015

Joseph M. Juran Fellowship Award, September 2013

Finalist 2013 OM division Chan Hahn Best Paper Award – AoM Annual Conference, August 2013

2012 INFORMS-Industry Studies Association (ISA) Best Paper Award – ISA Annual Conference, May 2013

2012 Beryl Institute Lifetime Scholar Award, September 2012

Sears Holdings Awards, based on top management recognition, 2008-2009 – Categories: “Coaching for execution”, “Teamwork”, and “Know how to make more money”

International Award, Audencia Graduate School of Business and Management, July 2007

Best Q&A participant, Procter & Gamble MBA Case Competition, October 2006

## **Recent Presentations**

### ***Conference Presentations***

“Continuity of Care and Risk of Readmission: The Backstory” (Invited) Industry Studies Association (ISA) annual conference, June 2020

“Continuity of Care and Risk of Readmission: An Investigation into the Healthcare Journey of Heart Failure Patients” (Invited) – Decision Science Institute (DSI) annual meeting, New Orleans, November 2019

“Continuity of Care and Risk of Readmission: An Investigation into the Healthcare Journey of Heart Failure Patients” (Invited) – UNC Chapel Hill Healthcare Workshop, Chapel Hill, May 2019

“Continuity of Care and Risk of Readmission: An Investigation into the Healthcare Journey of Heart Failure Patients” (Invited) – INFORMS annual meeting, Seattle, October 2019

“Continuity of Care and Risk of Readmission: An Investigation into the Healthcare Journey of Heart Failure Patients” (Invited) – INFORMS Healthcare conference, Cambridge, July 2019

“Role of Bottom-Up Decision Processes in Improving the Quality of Health Care Delivery: A Contingency Perspective” (Invited – Competition Finalists: Most Influential Service Operations Paper) – Production and Operations Management Society (POMS) annual meeting, Houston, May 2018

“Continuity of Care and Risk of Readmission” (Invited) – Production and Operations Management Society (POMS) annual meeting, Houston, May 2018

“Corporate and Operations Strategies in Health Care Delivery – An Exploratory Study of Heart Failure Treatment” - Production and Operations Management Society (POMS) annual meeting, Seattle, May 2017

“Corporate and Operations Strategies in Health Care Delivery” – Production and Operations Management Society (POMS) annual meeting, Orlando, May 2016

“Combining Conformance Quality and Experiential Quality in the Delivery of Health Care” (Invited – Elwood S. Buffa PhD Dissertation Award Competition) – Decision Science Institute (DSI) annual meeting, Seattle, November 2015

“Coordination between Service Professionals in Health Care Delivery: A Multiple-case Study” (Invited) – INFORMS annual meeting, Philadelphia, November 2015

“Role of Bottom-Up Decision Processes in Improving the Quality of Health Care Delivery” (Invited) – INFORMS Healthcare conference, Nashville, July 2015

- “Encouraging Collaboration within the Health Care Delivery Team: Evidence from a Multiple-Case Study in Heart Failure Units” – Industry Studies Association (ISA) annual conference, Kansas City, May 2015
- “Role of Bottom-up Decision Processes in Improving Delivery of Care Quality: A Contingency Perspective” (Invited) – Production and Operations Management Society (POMS) annual meeting, Washington DC, May 2015
- “Pursuing Conformance Quality and Experiential Quality during the Delivery of Health Care: Evidence from a Multiple-Case Study in U.S. Hospitals” (Invited) – Decision Science Institute (DSI) annual meeting, Baltimore, November 2014
- “Knowledge Management and Hospitals’ Performance Path” – Decision Science Institute (DSI) annual meeting, Baltimore, November 2013
- “The Impact of Conformance and Experiential Quality on Healthcare Cost and Clinical Performance” (Invited) – INFORMS annual meeting, Minneapolis, October 2013
- “Routines and Hospitals' Performance Path: Evolution along Conformance and Experiential Quality” – INFORMS annual meeting, Minneapolis, October 2013
- “Do Hospitals Benefit from Conformance and Experiential Quality?” – Academy of Management (AoM) annual meeting, Lake Buena Vista (Orlando), August 2013
- “The Impact of Process of Care Quality Dimensions on Healthcare Performance: A Study of U.S. Acute Care Hospitals” (Invited) – Production and Operations Management Society (POMS) annual meeting, Denver, April 2013
- “Path towards the Triple Aim: Evolution along Conformance and Experiential Quality” – Production and Operations Management Society (POMS) annual meeting, Denver, April 2013
- “The Financial Impact of Conformance Quality and Experiential Quality in Professional Service Organizations” – Decision Science Institute (DSI) annual meeting, San Francisco, November 2012
- “Managing Tensions between Conformance Quality and Experiential Quality in Healthcare Delivery: Evidence from Multiple-Case Study” – Decision Science Institute (DSI) annual meeting, San Francisco, November 2012
- “The Financial Impact of Clinical Quality and Experiential Quality in U.S. Acute Care Hospitals” – INFORMS annual meeting, Phoenix, October 2012
- “Process Management Impact on Clinical and Experiential Quality: Managing Tensions between Safe and Patient-Centered Healthcare” (Invited) – Production and Operations Management Society (POMS) annual meeting, Chicago, April 2012
- “Managing the Trade-Off between Science and Art of Care” – Decision Science Institute (DSI) annual meeting, Boston, November 2011
- “Role of State and Hospital Leadership in CMS Process Management: Effects on Art and Science of Care” – Academy of Management (AoM) annual meeting, San Antonio, August 2011

***Invited Seminar Presentations***

Tuck School of Business, Dartmouth College, Hanover

Fisher College of Business, Ohio State University, Columbus

McCombs School of Business, University of Texas at Austin

INSEAD, Paris, France

Darden School of Business, University of Virginia, Charlottesville

Questrom School of Business, Boston University, Boston

Cox School of Business, Southern Methodist University, Dallas

Opus College of Business, University of St. Thomas, Minneapolis

A.B. Freeman School of Business, Tulane University, New Orleans

***Invited Executive Presentations***

“Healthcare from a Customer Experience Perspective” – New Orleans Entrepreneur Week, April 2019; co-presented with Dr. Ellis Arjmand & Sherif A. Ebrahim

“Using Big Data to Improve Health Care Delivery” – A.B. Freeman Alumni Reception in Dallas, October 2018 & in Houston, May 2019

“Using Big Data to Improve Health Care” – Tulane Association of Business Alumni (TABA) Board Meeting, December 2016

“Combining Conformance Quality and Experiential Quality when Delivering Care” – Beryl Institute Conference, April 2014

“Tensions between Patient Experience and Standardization of Care in U.S. Acute Care Hospitals” – IDN Summit and Reverse Expo, September 2012

“Managing Tradeoffs between Patient Experience and Clinical Quality – Evidence from U.S. Hospitals” – Web seminar for The Beryl Institute, July 2012 (attended by directors of quality from 60 US Hospitals)

***Other Invited Presentations***

“Quality Improvement in Health Care: Introduction to Six Sigma” – Guest Speaker for *Surgery Grand Rounds* at Tulane Medical School, September 2020

“Introduction to Process Analysis” – Guest Speaker for *Surgery Grand Rounds* at Tulane Medical School, August 2019

“Linking Process Quality to Outcomes in Health Care Delivery” – Guest Speaker for *Tulane Healthcare Policy and Reform* course, January 2018 & January 2019

“Case Teaching Method” – Guest Presenter for Tulane Center for Engaged Learning & Teaching (CELT) workshop, March 2018

### **Professional Service**

- Associate Editor for *Manufacturing & Service Operations Management*, December 2020 - present
- Member of A.B. Freeman MBA Curriculum Committee, September 2018 – present  
*MBA Curriculum Committee Chair, July 2020 – June 2022*
- Member of Tulane University Honor Board, July 2015 – present
- Co-chair of Freeman’s Full-time MBA Task Force, November 2021 – April 2022
- Member of Tulane University President’s Commission on Racial Equity, Diversity, and Inclusion – Faculty sub-committee, September 2021 – June 2022
- Committee member for Poonam Jassi (DBA student, IE University – Madrid, Spain),  
Final Defense: May 2021
- Co-chair of Healthcare Management Track – Decision Sciences Institute Annual Meeting,  
November 2019
- Guest Speaker for *Surgery Grand Rounds* at Tulane Medical School, August 2019 &  
September 2020
- Co-chair of POMS Practice Leaders Forum, 2017-2020
- Member of A.B. Freeman Faculty Recruiting Committee, 2015 –2020
- Chair of A.B. Freeman Tenure-Track Faculty Recruiting Committee for the  
Management Science area, 2018 - 2019
- Guest Speaker for Tulane Healthcare Policy and Reform course, January 2018 & 2019
- Presenter at the A.B. Freeman Alumni Reception, October 2018 & May 2019
- Member of A.B. Freeman Graduate Studies Committee, August 2016 – September 2018
- Member of Industry Studies Association (ISA) Early Career Development Committee  
and co-organizer of the Professional Development Workshop for ISA annual  
conferences, Minneapolis (May 2016), Washington D.C. (May 2017), and Seattle  
(May 2018)
- Guest Presenter for Tulane Center for Engaged Learning & Teaching (CELT) workshop,  
March 2018
- Session Organizer & Chair, Healthcare Track – Production and Operations  
Management Society (POMS) annual meetings, Orlando (May 2016) and Seattle,  
(May 2017)
- Member of A.B. Freeman Blue Sky Thinking Undergraduate Business Education Task  
Force, August 2016 – May 2017
- Participant in the A.B. Freeman Business School Homecoming faculty panel, November  
2016
- Participant in the A.B. Freeman Business School Advisory Council faculty panel,  
November 2015

Judge at INFORMS 2015 Annual Meeting: INFORMS Health Application Society  
Student Paper Competition 2015

Invited panelist at POMS Doctoral Consortium, Washington DC, May 2015

Reviewer for (in alphabetical order):

- Academy of Management annual meeting
- Decision Science journal & annual meeting
- Health Care Management Review
- IIE Transactions on Healthcare Systems Engineering journal
- Journal of Operations Management
- Management Science journal
- Manufacturing and Service Operations Management journal
- Production and Operations Management journal

### **Teaching Experience**

Operations and Supply Chain Management (graduate), Tulane University, Spring 2018  
– Present

Business Modeling (undergraduate), Tulane University, Spring 2015 – 2017

Decision Modeling and Applications (undergraduate), OSU, Spring 2014

Introduction to Operations Management (undergraduate), OSU, Fall & Winter 2012

Decision Sciences: Statistical Techniques (undergraduate), OSU, Spring 2011

Visual Basic for Applications (employees), Sears Holdings, 2008-2009

### **Industry Experience**

Senior Inventory Analyst, Sears Holdings, Chicago IL, July 2008 – August 2009

Strategy Analyst, Resource Interactive, Columbus OH, June 2007 – August 2007

Process Improvement Analyst, Trimex, Sydney, Australia, January 2006 – June  
2006

Assistant Product Manager, Trimex, Sydney, Australia, January 2005 –  
December 2005

### **Professional Affiliations (by alphabetical order)**

- Academy of Management (AoM)
- Decision Science Institute (DSI)
- Production and Operations Management Society (POMS)
- Industry Studies Association (ISA)
- Institute for the Operations Research and the Management Sciences (INFORMS)
- The Beryl Institute