

Celia Stafford

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Health Policy (Management)
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Job Market Paper

“More Documented, Less Known: Formalization, Professional Judgment, and AI-Generated Notes.” I show how unequal feedback from competing audiences can make shared records increasingly useful for formal accountability while eroding their value for professional coordination. The arrival of an AI scribe exposes and accelerates this divergence.

Education

Harvard Business School

Doctoral Candidate, Health Policy (Management), *Spring 2027*

MIT Sloan School of Management

Research Affiliate, System Dynamics Research Group, 2021–Present

University of North Carolina at Chapel Hill

M.P.H., Biostatistics, 2020. Master’s Project: “Predicting Dropout from Opioid Addiction Treatment: A Machine Learning Approach”

Emory University

B.A., Mathematics and Economics, 2017

Research Interests

Organizational documentation; data quality; administrative burden; workplace frustration; technology and professional work; formalization and accountability; organizational coordination; qualitative field methods; system dynamics

Publications

Sahni, Nikhil R., Brooke Istvan, Celia Stafford, and David Cutler. “Perceptions of Prior Authorization Burden and Solutions.” *Health Affairs Scholar*, vol. 2, no. 9, September 2024.

Stafford, Celia, et al. “Identifying Key Risk Factors for Premature Discontinuation of Opioid Use Disorder Treatment in the United States: A Predictive Modeling Study.” *Drug and Alcohol Dependence*, vol. 237, 2022, p. 109507.

Lim, Tse Yang, et al. “Modeling the Evolution of the US Opioid Crisis for National Policy Development.” *Proceedings of the National Academy of Sciences*, vol. 119, no. 23, 2022.

Stringfellow, Erin J., et al. “Reducing Opioid Use Disorder and Overdose Deaths in the United States: A Dynamic Modeling Analysis.” *Science Advances*, vol. 8, no. 25, 2022.

Jalali, M.S., E. Ewing, C.B. Bannister, et al. (2020) “Data Needs in Opioid Systems Modeling: Challenges and Future Directions.” *American Journal of Preventive Medicine*.

Papers in Progress

“More Documented, Less Known: Formalization, Professional Judgment, and AI-Generated Notes” (Job Market Paper; Dissertation Paper 1)

“How AI Authorship Changes Provider Behavior and Use of the EMR” (Dissertation Paper 2)

An econometric exploration of the changes to provider behavior and clinical outcomes as a result of how notes are generated.

Teaching

MIT Sloan School of Management

Teaching Assistant and Recitation Instructor, 15.873 Introduction to System Dynamics, Spring, Fall 2022–2023

Teaching Assistant and Recitation Instructor, 15.736 Introduction to System Dynamics (Executive MBA), Summer 2022, 2023. Avg rating 6.59/7.

Harvard Business School

Teaching Fellow, Transforming Healthcare Delivery, Spring 2022, 2023

Simulation and Executive Short Courses

Facilitator, System Dynamics, Beer Game, and En-ROADS climate simulation, taught as short courses and workshop sessions across Harvard Law School, MIT Sloan Executive Education, MIT undergraduate and MBA courses, and the Asia School of Business System Dynamics program. Approximately 1,000 students in total across these sessions.

Research

Large Academic Hospital System

Doctoral Researcher, August 2023–Present

Conducted a two-year ethnographic study of clinical documentation practices, combining direct observation and interviews across clinical and administrative settings. Continuing analysis and follow-up examine how electronic records are produced, corrected, and used in everyday clinical work.

MGH Institute for Technology Assessment, Boston, MA

Research Associate, September 2019–June 2021

Primary statistician on FDA-funded opioid systems model, applied machine learning and biostatistical methods (random forest, Cox proportional hazards) to large health datasets. Coordinated a team of junior research assistants transforming survey and administrative data (NSDUH and other sources) into model inputs. Authored and edited papers on model and policy implications, and supported a successful \$1M FDA cost-effectiveness grant application.

College of Business, University of Central Florida

Research Associate, October 2020–July 2021

Supported NIH-funded systems research (R15 grant) on immigrant health outcomes with Professors Sonmez (UCF) and Hassmiller Lich (UNC Chapel Hill). Performed qualitative coding, developed causal loop diagrams and simulation models in Vensim, and provided research and editorial support for two publications submitted to *The American Journal of Industrial Medicine*.

Food and Drug Administration, Center for Drug Evaluation and Research
Program, Policy, and Operational Analysis Fellow, May 2019–August 2019

Assisted with calibrating a systems model of the US opioid crisis, triangulating data from NSDUH, TEDS, N-SSATS, and NCHS to identify parameters aligned with model structure. Conducted literature searches to quantify policy effect sizes and communicated progress to senior staff. Contributing author on a resulting paper, including methods and discussion sections.

**Other
Experience**

Before doctoral study, I worked in sales operations, finance, and database administration across several organizations. Repeated experience building and maintaining organizational data systems helped motivate my research on documentation and data quality.

Prefect.io; Salesforce Consultant, 2019. **Syneos Health**, Raleigh, NC. Business Insights, Sales Operations, 2019. **Forcepoint**, Austin, TX / Reading, U.K. Sales Operations, 2017–2018. **Quintiles Transnational (IQVIA)**, Durham, NC. Finance, 2014.

Awards

Jay Wright Forrester Award, July 2025. Best contribution to the field of System Dynamics in preceding five years for "Modeling the Evolution of the US Opioid Crisis for National Policy Development."

Mark Paich PwC System Dynamics Hackathon Winner, July 2023. One day competition; built simulation model of health insurance market and the impact of wearables with implications for privacy and premiums

Dana Meadows Award for Best Student Paper, ISDC, July 2022. For "Reducing Opioid Use Disorder and Overdose Deaths in the United States: A Dynamic Modeling Analysis."

Most Valuable Player, EMEA, Forcepoint Annual Meeting, December 2018; Awarded for exceptional service during a regional management transition.

Interests

Languages (English, Spanish, German); Food (breads, dumplings, cake).

References

Amy Edmondson

Novartis Professor of Leadership and Management
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Ryan Buell

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Nelson Repenning

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