

Lina Song

Decision scientist. I study — and build — how institutions decide.

Harvard PhD (Decision Science & Health Policy) · Former tenure-track Assistant Professor, UCL School of Management · Founder, Doogooda · Madison, Wisconsin



SIGNATURE TALK

Data Doesn't Decide

The missing middle between the dashboard and the board vote

Health systems spent a decade making their data AI-ready. The decisions that data was for — which service line to grow, which practice to acquire, which site to close — are still made from a spreadsheet, a slide, and a hallway conversation. This talk walks through what a rigorous decision actually answers (the governing principle, the options scored, the sensitivity, the thresholds, the dissent, the reversal conditions), why "we need better data" so rarely fixes it, and what changes when the principle is chosen and signed before the results. Same facts, different principle, different answer.

WHAT THE ROOM LEAVES WITH

- The ten questions every capital decision answers on its way to "yes" — and where each one lives today
- Why one more dashboard never ends the debate
- What a record a board can defend a year later actually contains

MORE TOPICS

Why hospitals can't decide

The missing middle between the dashboard and the board vote — and what changes when the governing principle is chosen and signed before the results.

Accountable AI in healthcare decisions

Glass-box numbers, black-box drafting: separating the numbers a board signs from the text a model drafts, with replayability as the audit requirement.

The decisions behind rural hospital closures

What a defensible record looks like in the Rural Health Transformation era — options, trade-offs, thresholds, and the conditions that would reopen the call.

THE IDEA IN ONE LINE

"You can't skip the steps. You can only skip writing them down."

Every consequential decision answers the same questions — objectives, options, trade-offs, sensitivity, dissent, reversal. Almost none records them.

BIO

Lina Song is a decision scientist and the founder of Doogooda, which builds decision infrastructure for hospitals and physician groups. She holds a Harvard PhD in decision science and health policy, was a tenure-track assistant professor at UCL School of Management, and writes about how institutions decide — and how to make those decisions defensible. Her research on physician–hospital integration is published in *Management Science* (2022); models she published have run live inside Moorfields Eye Hospital (NHS). A teaching case on Doogooda is taught at the Rotman School of Management. She lives in Madison, Wisconsin.

FORMATS

- Keynote, 30–45 minutes
- Panel or fireside conversation
- Podcast and broadcast interviews
- Executive or classroom session, 60–90 min, case-based
- Board workshop, half day — one live decision

AUDIENCES

- Hospital and health-system boards and executives
- Strategy, finance, and planning leaders
- Healthcare AI, governance, and data conferences
- MBA and executive education
- Rural-health and health-policy audiences

RECENT

- Wisconsin Health News — feature · Jul 2026
- WisBusiness.com Podcast — interview · May 2026
- 1 Million Cups Madison — presenter · Sep 2026
- Rotman School of Management — guest lecturer · 2026