

Lynn Unruh, PhD, RN, LHRM

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Health Services Administration Program
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EDUCATION:

Certificate	2010	Globalization & Health	University of Chile
Licensed Health Care Risk Manager	2003	Risk Management	University of Central Florida
PhD	2000	Economics	University of Notre Dame
MA	1997	Economics	University of Notre Dame
BA	1994	Economics	University of Illinois
BSN	1988	Nursing	University of Illinois
Diploma and License in Nursing	1973	Nursing	Bethel Deaconess Hospital, KS

ACADEMIC EMPLOYMENT:

May 2005 – Present	Associate Professor in Health Services Administration, University of Central Florida, Orlando, Florida. Courses taught same as next entry.
2000- May 2005	Assistant Professor in Health Services Administration, University of Central Florida, Orlando, Florida. Courses taught at the Graduate level: Health Economics, Healthcare Finance, Issues and Trends in the Health Professions, Managed Care, Microeconomics for Public Policy (PhD), Risk Management, and Scientific Inquiry in the Health Professions. Courses taught at the Undergraduate level: Long Term Care Administration, Managed Care, U.S. Health Care System.
1997- 1998	Adjunct Faculty, Indiana University Northwest. Courses taught: Introductory Macroeconomics; Managerial Economics, Health Care Restructuring

NURSING EMPLOYMENT:

1997- July 2000	Staff Nurse, Renal Unit, St. Joseph Regional Medical Center, South Bend, IN
1995- 1997	Staff nurse, Visiting Nurses Association, Mishawaka, IN
1983- 1994	Staff Nurse/Charge Nurse, PICU, Children's Memorial Hospital, Chicago, IL
1974- 1979	Charge Nurse, Pediatric Unit, St. Francis Hospital, Wichita, KS
1979-1982 and 1973-1974	Staff Nurse, NICU, Children's Mercy Hospital, Kansas City, MO

FELLOWSHIPS:

August 2010 – August 2011	UCF COHPA Research Fellowship (\$2,500).
August 2006- August 2007	Robert Wood Johnson Foundation and Rutgers Center for State Health Policy: Fellowship in Nursing Policy and Philanthropy, Princeton, New Jersey, August 2006- August 2007 (\$143, 454).

GRANT AWARDS:

2009 International	National Institute of Nursing Research, NIH, FIRCA grant: “Nursing Home Care Research and Capacity-Building in China,” (co-PI), \$100,000 over 3 years.
2008	Florida Center for Nursing: (PI) “Work Experiences of Newly Licensed RNs in Florida and Retention Strategies,” \$11,400 over 1 year.
2008	Robert Wood Johnson Foundation: (PI) “Transforming Care at the Bedside Business Case,” \$29,800 over 1 year.
2007	Florida Center for Nursing: (PI) “Forecasting LPN Supply in Florida,” August 8, 2007- December 31, 2007, \$15,520.
2007	Rutgers Center for State Health Policy: (PI) “Economics of Nursing Conference Follow-up,” August 8, 2007- December 31, 2007, \$16,870.
2007	Robert Wood Johnson Foundation: (Co-PI) “Economics of Nursing Invitational Conference: Paying for Quality Nursing Care.” Funds to Rutgers University to hold conference in Princeton, NJ, June 13-14, \$150,000.
2004-2006	Florida Center for Nursing: (PI) “Forecasting Nursing Supply and Demand in Florida,” January 2004- August 2006, \$90,000.
2003-2008	National Institute of Nursing Research, NIH: (Co-PI) “Nurse Staffing and Nursing Care Quality: Longitudinal Analysis of Nursing Home Deficiencies,” T. Wan, PI, \$850,000 awarded for 4 years + no cost extension.
2002	College of Health and Public Affairs, University of Central Florida In-House Award (PI) \$3,000.
2001	University of Central Florida In-House Grant, (PI) “Alternative Statistical Methods and Models for Analyzing the Impact of Hospital Nurse Staffing on Patient Adverse Events,” \$7,500, awarded January 24, 2001
1998-2000	National Science Foundation: (PI), dissertation research support, \$13,500, Patrick Mason and Felicia LeClere co-investigators.
1998-2000	Agency for Healthcare Research and Quality (formerly Agency for Health Care Policy and Research), NIH: (PI), dissertation research support, \$32,000, Charles Craypo, Felicia LeClere, Patrick Mason and Martin Wolfson, co-investigators.
Under review	National Institutes of Health, (PI), “Effect of RN Supply on Hospital Staffing, Patient Outcomes, Access to Care, and Health Outcomes,” \$362,500, pending funding.

CONTRACT AWARDS:

2005-2006	Agency for Healthcare Research and Quality/Medstat: (PI) “Standardized Nurse Staffing Database Feasibility Study,” (year 6 of <i>Maintain and Expand the Healthcare Cost and Utilization Project</i>), October 1, 2005- September 22, 2006, \$40,750.
2005-2006	Florida Hospital, Altamonte: (PI) “Impact of Nurse Absenteeism on Patient Outcomes,” May 2005-December 2006, \$7,500.
2005	Robert Wood Johnson Foundation: (Consultant) “Planning Phase III of ‘Transforming Care at the Bedside,’” May 2005- September 2005, \$5,000.
2004-2006	University of Central Florida, Health Care Management program: (Instructor), Quality Management and Patient Safety; Risk Management for Oncology Practice, \$5,000.
2001	Florida Hospital: (Co-PI) “The Problem of Uncompensated Care at Florida Hospital-Orlando and Florida Hospital East—Causes, Effects, and Recommendations,” January 2001- June 2001, \$49,000, Trujillo, Fottler, Rotarius, Morrison, and Liberman co-investigators.

HONORS AND RECOGNITIONS:

2008	Best Paper Award, Academy of Management Meeting, Anaheim, CA
2007	Outstanding Nurse Alumnus Award, Bethel College, North Newton, KS
2007	Teaching Incentive Performance Award from University of Central Florida
2006	Research Incentive Award from University of Central Florida
2005	Most Outstanding Abstracts Award, AcademyHealth Meeting, Boston
2005	Best Paper Award for Academy of Management Meeting, Hawaii
2003	Sigma Theta Tau
1998	Nominated for Excellence in Teaching, Indiana University Northwest
1994	Graduate School Fellowship, University of Notre Dame
1994	BA in Economics with College Honors, University of Illinois
1992	Level IV Staff Nurse, Children's Memorial Hospital, Chicago, IL
1991	Phi Beta Kappa
1988	BS in Nursing with College Honors, University of Illinois

PEER-REVIEWED JOURNAL ARTICLES:

Forthcoming	Unruh, L., Agrawal, M., & Hassmiller, S. The business case for TCAB among the TCAB 10 and lessons learned. <i>Nursing Administration Quarterly</i> .
Forthcoming	Unruh, L., & Nooney, J. Newly Licensend RNs' Perceptions of Job Difficulties, Demands and Control: Individual and Organizational Predictors. <i>Journal of Nursing Management</i> .
33. 2010	Cortelyou-Ward, K., Unruh, L. & Fottler, M. (2010). The effect of work environment on intent to leave the nursing profession: a case study of bedside registered nurses in rural Florida. <i>Health Services Management Research</i> , 23(4), 185-192.
32. 2010	Nooney, J., Unruh, L., & Yore, M. (2010). Should I stay or should I go? Career change and laborforce separation among registered nurses, <i>Social Science and Medicine</i> , 70, 1874 – 1881.
31. 2010	Seblega, B., Zhang, N J., Unruh, L., Breen, G-M. Paek, S.C., & Wan , T.T.H. (2010). Changes in nursing home staffing levels, 1997 to 2007, <i>Medical Care Research and Review</i> , 67(2), 232-246.
30. 2010	Zhang, N.J., Wan, T.T.H., Breen, G.M., Unruh, L., Marathe, S. Li, S., Jia, L. (2010). Comparison of nursing home care between the USA and China. <i>International Journal of Public Policy</i> , 5(2/3), 121 – 132.
29. 2009	Unruh, L., Russo, A., Jiang, J., & Stocks, C. (2009). Measuring up: Are hospital nurse staffing measures adequate for health services research? <i>Advances in Health Care Management</i> , 8, 115-154.
28. 2009	Brent Hotchkiss, R., Fottler, M., Unruh, L. (2009). Valuing volunteers: The impact of volunteerism on hospital performance. <i>Health Care Management Review</i> , 34 (3), 119-28.
27. 2009	Unruh, L., Russo, A., Jiang, J., Stocks, C. (2009). Can state databases be used to develop a standardized, national hospital nurse staffing database? <i>Western Journal of Nursing Research</i> , 31(1), 66-88.
26. 2008	Unruh, L., Hassmiller, S., & Reinhard, S. (2008). The importance and challenge of paying for quality nursing care. <i>Policy, Politics and Nursing Practice</i> , 9(2), 68-72.
25. 2008	Zhang, N., Unruh, L., and Wan, T.H. (2008). Has the Medicare prospective Payment system led to increased nursing home efficiency? <i>Health Services Research</i> , 43(3), 1043-1061.
24. 2008	Unruh, L. (2008). Nurse staffing and patient, nurse, and financial outcomes. <i>American Journal of Nursing</i> , 108(1), 62-71.
23. 2007	Unruh, L., Joseph, L., & Strickland, M. (2007). Nurse absenteeism and workload: negative effect on restraint use, incident reports, and mortality. <i>Journal of Advanced Nursing</i> , 60(6), 673-681.

22. 2007 Byers, J, Genovich-Richards, J., & **Unruh, L.** (2007). Guest Editorial: It's time for a comprehensive, interdisciplinary patient safety taxonomy. *Journal for Healthcare Quality*, 29(4), 2, 11.
21. 2006 Wan, T., Zhang, N., **Unruh, L.** (2006). Predictors of resident outcome improvement in nursing homes. *Western Journal of Nursing Research*, 28 (8), 974- 993.
20. 2006 Welton, J., **Unruh, L.**, Halloran, E.J. (2006). Nurse staffing, nursing intensity, staff mix, and direct nursing care costs across Massachusetts hospitals. *Journal of Nursing Administration*, 36 (9), 416 – 425.
19. 2006 **Unruh, L.** Zhang, N.J., Wan, T.H. (2006). The impact of Medicare reimbursement changes on staffing and the quality of care in nursing homes. *International Journal of Public Policy*, 1(4), 421-434.
18. 2006 Zhang, N.J., **Unruh, L.**, Liu, R., Wan, T.H. (2006). Minimum nurse staffing ratios for nursing homes. *Nursing Economics*, 24(2), 78-85, 93.
17. 2006 **Unruh, L.**, & Fottler, M. (2006). Patient turnover and nursing staff adequacy. *Health Services Research*, 41(2), 599-612.
16. 2006 Oetjen, D., Fottler, M., & **Unruh, L.**, Rehman, Z. (2006). Consumer determinants of the use of health plan information in health plan selection. *Health Services Management Research*, 19(2), 232-250.
15. 2005 **Unruh, L.**, & Fottler, M. (2005). Projections and trends in nursing supply: What do they tell us about the nursing shortage? *Policy, Politics and Nursing Practice*, 6(3), 171-182.
14. 2005 **Unruh, L.**, Rudner, N., White, S., & Byers, J. (2005). Managed care and patient safety: risks and opportunities. *Health Care Manager*, 24(3), 245-256.
13. 2005 **Unruh, L.**, (2005) Employment conditions at the bedside: A cause of and solution to the RN shortage. *Journal of Nursing Administration*, 35(1), 11-13.
12. 2005 **Unruh, L.**, & Rudner, N. (2005). Guest Editorial: Patient safety: What's managed care got to do with it? *Journal for Healthcare Quality*, 27(1), 1, 58, 60.
11. 2004 **Unruh, L.**, & Wan, T. (2004). A systems framework for evaluating nursing care quality in nursing homes. *Journal of Medical Systems*, 28(2), 195-213.
10. 2003 Oetjen, D., Fottler, M., **Unruh, L.** (2003). Determinants of the use of health plan information in health plan selection. *Health Marketing Quarterly*, 20 (3), 55-79.
9. 2003 **Unruh, L.**, Fottler, M, & Talbott, L. (2003). Improving nurse staffing measures: Discharge day measurement in 'Adjusted Patient Days of Care.' *Inquiry*, 40 (3), 295-304.
8. 2003 **Unruh, L.** (2003). The effect of LPN reductions on RN patient load. *Journal of Nursing Administration*, 33 (4), 201-208.
7. 2003 **Unruh, L.** (2003). Licensed nurse staffing and adverse events in hospitals. *Medical Care*, 41 (1), 142-152.
6. 2002 **Unruh, L.** & Fottler, M. (2002). Nurse staffing and nursing performance: A review and synthesis of the relevant literature. *Advances in Health Care Management*, 3, 11-44.
5. 2002 **Unruh, L.**, and Byers, J.F. (2002). Hospital downsizing: International experiences and perspectives. *Nursing and Health Policy Review*, 1(2), 117-151.
4. 2002 **Unruh, L.** (2002). Trends in adverse events in hospitalized patients. *Journal for Healthcare Quality*, 24 (5), 4-10, 18.
3. 2002 **Unruh, L.** (2002). Nursing staff reductions in Pennsylvania hospitals: Exploring the discrepancy between perceptions and data. *Medical Care Research and Review*, 59 (2), 197-214.
2. 2002 Rotarius, T., Trujillo, A., **Unruh, L.**, Fottler, M., Liberman, A., Morrison, S., Ross, D., Cortelyou, K. (2002). Uncompensated care and emergency department utilization: A local study having national implications. *Healthcare Manager*, 21 (1), 1-38.
1. 2001 **Unruh, L.** (2001). Licensed nursing staff reductions and substitutions in Pennsylvania hospitals, 1991-1997. *Journal of Public Health Policy*, 22 (3), 302-396.

Under Review	Unruh, L., Zhang, N., & Lee, K.H. RN staffing and patient safety events in hospitals: New variable and longitudinal approaches. <i>Nursing Research</i> .
Under Review	Brent-Hotchkiss, R. Fottler, M. & Unruh, L. The role, measurement, and impact of volunteerism in hospital settings. <i>Nonprofit and Voluntary Sector Quarterly</i> .
Under Review	Zhang N. J., Unruh, L., & Wan, T.T.H. The gaps between nurse staffing and nursing home resident needs, <i>Policy, Politics and Nursing Practice</i> .
Work in Progress	Unruh, L., & Zhang, N.J. Registered nurse educational level and the decision to work as a hospital staff nurse.

INVITED PAPERS, REPORTS, AND PEER-REVIEWED CONFERENCE PAPERS:

11. 2009 **Unruh L** & Agrawal M. (2009). *The Business Case for TCAB: A Cost-Benefit Analysis*. Robert Wood Johnson Foundation, February 2009. Available: <http://www.rwjf.org/pr/product.jsp?id=50009>
10. 2008 Nooney, J., **Unruh, L.** Danesh, V. & Cantiello, J. (2008). *Forecasting Supply, Demand, and Shortage of RNs and LPNs in Florida, 2007-2020*. Report for the Florida Center for Nursing. Available: http://www.flcenterfornursing.org/files/RN_LPN_Forecasts.pdf
9. 2008 Nooney, J., **Unruh, L.** Danesh, V. & Cantiello, J. (2008). *Technical Report: Use of HRSA's Nurse Supply and Demand Models in Florida*. Report for the Florida Center for Nursing. Available: http://www.flcenterfornursing.org/files/RN_LPN_Forecasts_Tech.pdf
8. 2007 **Unruh, L.** (2007). Economics of Nursing Invitational Conference: Paying for Quality Nursing Care. Report published: June 13, 2007. Available: <http://www.rwjf.org/files/research/economicsinnursing2007.pdf>
7. 2007 **Unruh, L.** (2007). Analysis of workforce survey data from the 1st RN cohort renewing in 2007. Report for Florida Center for Nursing. Available at: http://www.flcenterfornursing.org/files/2007_Workforce_Survey_Report.pdf
6. 2007 **Unruh, L.,** & Hassmiller, S. (2007). Economics of nursing invitational conference addresses quality and payment issues in nursing care. *On-line Journal of Issues in Nursing*, December 20, 2007. Available at: <http://www.nursingworld.org/MainMenuCategories/ANAMarketplace/ANAPeriodicals/OJIN/Columns/Legislative/EconomicsandQuality.aspx>
5. 2005 **Unruh, L.,** & Fottler, M. (2005). Measures of nurse staffing: Should we Account for Patient Turnover? *Academy of Management Best Conference Paper*.
4. 2005 **Unruh, L.** (2005). Forecast of Nursing Supply and Demand in Florida: Development of a Plan to Implement a Forecasting Model. Available at: http://www.flcenterfornursing.org/files/Forecast_Model_Plan.pdf
3. 2004 **Unruh, L.** (2004). Who wants to be a Nurse?: What to do about the nursing shortage. A policy brief for Illinois legislators. Paper prepared for the conference *Causes and Consequences of the Nurse Shortage: Developing a Solution in Illinois*, Chicago, IL, June 17, 2004.
2. 2003 **Unruh, L.** (2003). The effect of LPN reductions on RN patient load in Florida hospitals. *White Paper for the Florida Center for Nursing, June 6, 2003*. Available: <http://www.flcenterfornursing.org/>
1. 2002 Byers, J. and **Unruh, L.** (2002). Impact of hospital restructuring and downsizing on nursing and patient outcomes, *White Paper for the Florida Center for Nursing, June 24, 2002*. Available: <http://www.flcenterfornursing.org/>

BOOKS:

2. 2010 Wan, T.T.H., Breen, G., Zhang, N.J., & **Unruh, L.** (2010). *An Evidence-Based Approach to Improving the Quality of Care in Nursing Homes*, Baltimore: Johns Hopkins University Press.
1. 2009 Rice, T., & **Unruh, L.** (2009). *The Economics of Health Reconsidered*, 3rd edition, Chicago: Health Administration Press.

In progress International Rice, T., Rosenau, P., **Unruh, L.**, Barnes, A. (2012). *Health Systems in Transition Series: U.S. Health System Review*. World Health Organization, on behalf of the European Observatory on Health Systems and Policies.

BOOK CHAPTERS AND MONGRAPHS:

5. 2010 **Unruh, L.** & Spetz, J., Health economics, Chapter 14 in 6th edition of Mason, D.J., Leavitt, J.K., Chaffee, M.W., eds., *Policy & Politics in Nursing and Health Care*. Washington D.C.: Saunders.
4. 2010 **Unruh, L.** (2010). Toward a Sustainable Nursing Workforce. *Futurescan 2010: Healthcare Trends and Implications*. Chicago: Health Administration Press.
3. 2008 **Unruh, L.**, & Danesh, V. (2008). Forecasting a state supply and demand of RNs using the revised 2005 HRSA models, in Dickson, G., and Flynn, L *Nursing Policy Research: Turning Evidence-Based Research into Health Policy*, NY: Springer Publishers.
2. 2006 **Unruh, L.** & Spetz, J., A primer on health economics, Chapter 14 in 5th edition of Mason, D.J., Leavitt, J.K., Chaffee, M.W., eds., *Policy & Politics in Nursing and Health Care*. Washington D.C.: Saunders.
1. 2004 **Unruh, L.** (2004). Impact of nurse staffing on patient safety, Chapter 4 in Byers, J.F., and White, S., eds. *Patient Safety: Principles and Practice*. MD: Lippincott

PEER-REVIEWED PRESENTATIONS:

55. 2010 **Unruh, L.**, & Nooney, J. "What Predicts Perceptions of Job Difficulties Among Newly Licensed RNs?" Oral presentation at Academy Health Annual Meeting, Boston, MA, June 27- 29, 2010.
54. 2010 **Unruh, L.** "The Business Case for Transforming Care at the Bedside: Lessons Learned." Oral Presentation at 8th National Conference of Nursing Workforce Centers, Dearborn, MI, June 9 -10, 2010.
53. 2009 **Unruh, L.**, "Work Experiences of Older Newly-Licensed RNs. Oral presentation at the 7th National Conference of Nursing Workforce Centers, Biloxi, Mississippi, March 23-26, 2009.
52. 2008 Seblega, B., Zhang, J., **Unruh, L.**, Wan, T. "Nursing Homes Staffing Trends: 1997 to 2005." Oral presentation at the Gerontological Society of America Annual Meeting, Washington, D.C., November 22-24, 2008.
51. 2008 **Unruh, L.** "Nurse Staffing, and Patient, Nurse and Financial Outcomes." Oral presentation at the American Public Health Association Annual Meeting, San Diego, CA, October 25-29, 2008.
50. 2008 Hotchkiss, R., **Unruh, L.**, Fottler, M., "Valuing Volunteers." Oral presentation at the Academy of Management Annual Meeting, Anaheim, CA, August 10-13, 2008.
49. 2008 Ward-Kortelyu, K., **Unruh, L.**, Fottler, M., "The Effect of Work Environment on Intent to Leave the Nursing Profession: A Study of Bedside RNs." Oral presentation at the Academy of Management Annual Meeting, Anaheim, CA, August 10-13, 2008.
48. 2008 Nooney, J. and **Unruh, L.** "Workforce Attrition of Older Nurses: A Survival Analysis of Retrospective Data." Oral presentation at Annual Conference of Nursing Workforce Centers, Denver, CO, June, 2008.
47. 2007 Zhang, N.J., **Unruh, L.**, & Wan, T. "The Gap between Nurse Staffing and Changing Demands of Nursing Home Resident Care: A Challenge for Quality Improvement." Oral presentation at 2007 Gerontological Society of American Annual Meeting, San Francisco, CA, November 17, 2007.
46. 2007 **Unruh, L.**, Nooney, J., Zhang, N.J. "Will Raising Faculty Salaries Help Alleviate the Nursing Faculty Shortage?" Oral presentation at American Public Health Association Annual Meeting, Washington, D.C., November 4-7, 2007.

45. 2007 **Unruh, L.**, Zhang, N., Lee, K. “Nursing Staff Reductions, Workload Increases, and Adverse Events in Florida Hospitals 1996-2004: New Variable and Longitudinal Approaches.” Oral presentation at American Public Health Association Annual Meeting, Washington, D.C., November 4-7, 2007.
44. 2007 **International** **Unruh, L.**, Zhang, N.J. “Registered Nurse Educational Level and the Decision to Work as a Hospital Staff Nurse.” Oral Presentation at International Health Economics Association Meeting, Copenhagen, Denmark, July 8-10, 2007.
43. 2007 **Unruh, L.**, Nooney, J., Zhang, N.J. “Will Raising Faculty Salaries Help Alleviate the Nursing Faculty Shortage?” Oral presentation at 5th Annual Conference of Nursing Workforce Centers, San Francisco, CA, June 6-8, 2007.
42. 2007 **Unruh, L.**, & Zhang, N.J. “Registered Nurse Educational Level and the Decision to Work as a Hospital Staff Nurse.” Oral Presentation at Interdisciplinary Research Group in Nursing Issues Meeting, AcademyHealth Annual Conference, Orlando, FL, June 2-5, 2007.
41. 2007 Zhang, N.J., **Unruh, L.** & Wan, T. “The Gap between Nurse Staffing and Changing Demands of Nursing Home Resident Care: A Challenge for Quality Improvement.” Oral Presentation at AcademyHealth Annual Conference, Orlando, FL, June 2-5, 2007.
40. 2007 Zhang, N.J., **Unruh, L.** & Wan, T. “Are Nursing Staff Adequate to Meet the Changing Resident Demands in Rural Nursing Homes.” Oral Presentation at AcademyHealth Annual Conference, Orlando, FL, June 2-5, 2007.
39. 2007 **Poster** Zhang, N.J., Paek, S., **Unruh, L.** & Wan, T. “Cross-validation of Aggregate Nursing Home Quality Measurements Based on State Surveillance and Self-Reported Data.” Poster Presentation at AcademyHealth Annual Conference, Orlando, FL, June 2-5, 2007.
38. 2007 **Poster** Zhang, N.J., **Unruh, L.** & Wan, T. “Developing a Pay for Quality-Adjusted Efficiency System: A Skilled Nursing Home Balanced Scorecard Approach.” Poster Presentation at AcademyHealth Annual Conference, Orlando, FL, June 2-5, 2007.
37. 2007 Wan, T., Zhang, N.J., & **Unruh, L.** “Organizational and Management Factors Affecting Quality Improvement in Nursing Homes: Growth Curve Modeling of Resident –Based Outcomes.” Poster Presentation at AcademyHealth Annual Conference, Orlando, FL, June 2-5, 2007.
36. 2006 Zhang, N., **Unruh, L.**, Wan, T.H. “Has the Medicare Prospective Payment System Led to Increased Nursing Home Efficiency?” Oral presentation at the Gerontological Society of America Annual Meeting, Dallas, TX., November 16-20, 2006.
35. 2006 Zhang, N., **Unruh, L.**, Wan, T.H., "Impact of Medicare Reimbursement Changes on Nursing Home Efficiency" Oral presentation at the American Public Health Association Annual Meeting, Boston, MA, November 4-8, 2006.
34. 2006 **Poster** **Unruh, L.**, Jiang, J.H., Stocks, C., Russo, A.C., “An Evaluation of the Availability and Quality of State-Level Hospital Nurse Staffing Data.” Poster presentation at the AcademyHealth State Research and Policy Interest Group Meeting, Seattle, WA, June 24, 2006.
33. 2006 **Poster** **Unruh, L.**, Zhang, N., Lee, K. “Nursing Staff Reductions, Workload Increases, and Adverse Events in Florida Hospitals 1996-2004: New Variable and Longitudinal Approaches.” Poster presentation at the AcademyHealth Annual Meeting, Seattle WA, June 25-27, 2006.
32. 2006 **Poster** Zhang, N., **Unruh, L.**, Wan, T.H., “Has the Medicare Prospective Payment System Led to Increased Nursing Home Efficiency?” Poster presentation at the AcademyHealth Annual Meeting, Seattle WA, June 25-27, 2006.
31. 2006 **Unruh, L.**, Zhang, N., Lee, K. “Nursing Staff Reductions, Workload Increases, and Adverse Events in Florida Hospitals, 1996-2004: New Variable and Longitudinal Approaches,” Oral presentation at the American Society of Health Economists Meeting, Madison, WI, June 4-7, 2006.
30. 2006 Lee KH, Roh CY, **Unruh L.** “Effects of Hospital Competition on Hospital Costs

and Revenues in Florida.” Oral presentation at the 67th American Society for Public Administration (ASPA) National Conference, Denver, CO, March 31-April 4, 2006.

- 29. 2006** **Unruh, L.,** Brunell, M.L., Danesh, V., Phillips, K. “Forecasting the Supply and Demand of RNs in Florida Using the Revised HRSA Models.” Oral Presentation at the 4th National Conference of Nursing Workforce Leaders, Jersey City, April 27, 2006.
- 28. 2005** **Unruh, L. & Fottler, M.** “Patient Turnover and Nursing Staff Adequacy.” Oral presentation at the American Public Health Association annual meeting, Philadelphia, December 10-14, 2005.
- 27. 2005 Poster** **Unruh, L.,** “Forecasting the Supply and Demand of RNs in Florida.” Poster presentation at the American Public Health Association annual meeting, Philadelphia, December 10-14, 2005.
- 26. 2005** **Unruh, L. Zhang, N.J., Wan, T.H.** “The Impact of Medicare Reimbursement Changes on Staffing and the Quality of Care in Nursing Homes.” Oral presentation at the American Public Health Association annual meeting, Philadelphia, December 10-14, 2005.
- 25. 2005** Zhang, J., **Unruh, L., & Wan, T.,** “Minimum Nurse Staffing Ratios for Nursing Homes.” Oral presentation at the American Public Health Association annual meeting, Philadelphia, December 10-14, 2005.
- 24. 2005** **Unruh, L. Zhang, N.J., Wan, T.H.** “The Impact of Medicare Reimbursement Changes on Staffing and the Quality of Care in Nursing Homes.” Oral presentation at the Gerontological Society of America Annual Meeting, Orlando, November 18-21, 2005.
- 23. 2005** Zhang, J., **Unruh, L., & Wan, T.,** “Minimum Nurse Staffing Ratios for Nursing Homes.” Oral presentation at the Gerontological Society of America Annual Meeting, Orlando, November 18-21, 2005.
- 22. 2005 Poster** **Unruh, L., & Spetz, J.,** “Can Wage Increases End Nursing Shortages? A Reexamination of the Supply Curve of Registered Nurses.” Poster Presentation at Second Annual Health and Public Affairs Research Conference of the College of Health and Public Affairs, University of Central Florida, October 21, 2005.
- 21. 2005 International** **Unruh, L. & Fottler, M.** “Patient Turnover and Nursing Staff Adequacy.” Oral presentation at the Academy of Management Meeting, Hawaii, August 5-10, 2005.
- 20. 2005 International** **Unruh, L., & Spetz, J.,** “Can Wage Increases End Nursing Shortages? A Reexamination of the Supply Curve of Registered Nurses.” International Health Economics Meeting, Barcelona, Spain, July 10-14, 2005.
- 19. 2005 Poster** **Unruh, L. Zhang, N.J., Wan, T.H.** “The Impact of Medicare Reimbursement Changes on Staffing and the Quality of Care in Nursing Homes.” Poster presentation at the AcademyHealth Annual Meeting, Boston, June 25-28, 2005.
- 18. 2005 Poster** Zhan, J., **Unruh, L., & Wan, T.,** “Minimum Nurse Staffing Ratios for Nursing Homes.” Poster presentation at the AcademyHealth Annual Meeting, Boston, June 25-28, 2005.
- 17. 2005** **Unruh, L., & Spetz, J.** “Can Wage Increases End Nursing Shortages? A Reexamination of the Supply Curve of Registered Nurses.” Oral presentation at AcademyHealth Meeting, Boston, June 25-28, 2005. Received Most Outstanding Abstracts Award.
- 16. 2004 Poster** Zhan, J., **Unruh, L., & Wan, T.,** “Minimum Nurse Staffing Ratios for Nursing Homes.” Poster presentation at the First Annual Public Affairs Research Conference of the College of Health and Public Affairs, University of Central Florida, October 29, 2004.
- 15. 2004 Poster** Wan, T., Zhan, J., & **Unruh, L.,** “A Balanced Approach to the Quality of Care in Nursing Homes: Growth Curve Modeling.” Poster presentation at the First Annual Public Affairs Research Conference of the College of Health and Public Affairs, University of Central Florida, October 29, 2004.
- 14. 2004** **Unruh, L. & Fottler, M.,** “Patient Turnover and Nursing Staff Adequacy.” Oral

presentation at the AcademyHealth Annual Research Meeting, San Diego, CA, June 6-8, 2004, 2004.

13. 2004 **Unruh, L.**, "Future Supply and Demand for Nurses in the State of Florida: Florida Center for Nursing Projections of the Nursing Workforce 2020," Oral presentation for Florida Nurses Association Summit, September 11, 2004, St. Petersburg, FL.
12. 2003 **Unruh, L.**, "Too Few Nurses: A Patient Safety Concern." Oral presentation at the American Public Health Association Annual Meeting, San Francisco, November 15-19, 2003.
11. 2003 Oetjen, D., Fottler, M., **Unruh, L.**, "Determinants of the Use of Health Plan Information in Health Plan Selection Intentions." Oral presentation at the Academy of Management Annual Meeting, Seattle, Washington, Aug. 1-6, 2003.
10. 2003 **International** Wan, T.T.H., **Unruh, L.**, "A Systems Framework for Evaluating Nursing Care Quality in Nursing Homes." The INFORMS meeting, Istanbul, Turkey, (July 7-10, 2003).
9. 2003 **Poster** Byers, J.F., **Unruh, L.**, "Impact of Hospital Downsizing on Nursing and Patient Outcomes in the United States and Canada." Poster presentation at the Southern Nursing Research Conference, Orlando, FL, February 14, 2003.
8. 2002 **Unruh, L.**, Fottler, M, Talbot, L., "Improving Nurse Staffing Measures: Exploring Adjustments to 'Adjusted patient Days of Care.'" Oral presentation at the American Public Health Association Annual Meeting, Philadelphia, November 9-13, 2002.
7. 2002 **Unruh, L.**, "The Erosion of Nurse Staffing and Its Impact on Patient Care Quality." Oral presentation at the American Nurses Association Convention, Philadelphia, July 1, 2002.
6. 2001 **Unruh, L.**, and Byers, J.F. "Hospital Downsizing: International Experiences and Perspectives." Oral presentation at the American Public Health Association Annual Meeting, Atlanta, October, 2001.
5. 2000 **Unruh, L.**, "Licensed Nursing Staff Reductions and Substitutions in Pennsylvania Hospitals, 1991-1997." Oral presentation at the American Public Health Association Annual Meeting, Boston, Nov, 2000.
4. 2000 **Unruh, L.**, "The Impact of Licensed Nursing Staff Reductions on Adverse Events in Hospitals." Oral presentation at the American Public Health Association Annual Meeting, Boston, November, 2000.
3. 2000 **Unruh, L.**, "The Impact of Hospital Restructuring on Nurse Staffing and the Quality of Patient Care." Oral presentation at the American Economic Association annual meeting, Boston, January 7, 2000.
2. 1999 **Unruh, L.**, "The Impact of Hospital Nurse Staffing on Patient Outcomes." Oral presentation at session on "The Relationship Between Staffing and Quality of Care," at the American Public Health Association annual meeting, Washington D.C., November, 1999.
1. 1999 **Poster** **Unruh, L.**, and LeClere, F., "Pennsylvania Hospital Staffing Changes 1991-1997." Poster presentation, AcademyHealth Annual Meeting, Chicago, June 27-29, 1999.

INVITED PRESENTATIONS:

32. 2010 **Unruh, L.**, The Business Case for Transforming Care at the Bedside: Lessons Learned." Presentation at Educational Conference Annual Membership Meeting, Florida Organization of Nurse Executives , Ft. Lauderdale, FL, Nov. 18 & 19.
31. 2010 **Unruh, L.**, & Nooney, J. "What Predicts Job Difficulties Among Newly Licensed RNs?" University of Alabama Birmingham Visiting Faculty Seminar, co-sponsored by Lister Hill Center for Health Policy/ UAB School of Nursing Center for Nursing Research, Birmingham, AL., September 21, 2010.
30. 2010 **Unruh, L.**, "The Economics of Health Reconsidered," University of Alabama Birmingham Visiting Faculty Seminar, Birmingham, AL, September 20, 2010.

29. 2010 **Unruh, L.**, “Some Thoughts on ‘Making Sense of Magnet’ by Jerome-D’Emila, et al.” Discussant at the Interdisciplinary Research Group on Nursing Issues at the Academy Health Annual Research Meeting, Boston, MA, June 26, 2010.
28. 2010 **International Keynote Unruh, L.**, “Nursing in the U.S.” Keynote speech to nursing students at Xiandai College, Shandong Province, China, May 25, 2010.
27. 2010 **Bricout, J. & Unruh, L.** “A Developing Tool for Bringing More Resources to Our Social Impact Efforts: The Blended Value Proposition,” University of Central Florida College of Health and Public Affairs Research Council Brown Bag Lunch Presentation, March 25, 2010
26. 2010 **Unruh, L.**, “No Mission No Margin: Fiscal Responsibility.” Guest lecturer for UCF class HSC4652 Healthcare Ethics
25. 2010 **Unruh, L.**, “Conducting Multisite Research Studies: Challenges and Recommendations,” Florida Magnet Research Conference, Naples FL, February 13, 2010.
24. 2009 **Newhouse, R. & Unruh, L.**, “Empirical Outcomes: What's the Difference between Research and Quality Improvement?” 2009 ANCC National Magnet Conference, Louisville, October 2, 2009,
23. 2009 **Unruh, L.** “Work Experiences of Newly Licensed RNs,” Sigma Theta Tau, UCF Chapter, Florida Hospital, June 24, 2009.
22. 2009 **Unruh, L.** “Work Experiences of Newly Licensed RNs,” University of Central Florida College of Health and Public Affairs Research Council Brown-Bag Lunch Presentation, March 19, 2009.
21. 2009 **Keynote Address Unruh, L.** “Nurse Staffing: Key to Good Patient, Nurse and Financial Outcomes.” Keynote address, at the Nurse Alliance of SEIU Healthcare, Train the Trainer Meeting: *Change that Works: A Prescription for Quality Affordable Healthcare*, Miami, Florida, March 12-13, 2009.
20. 2009 **Unruh, L.** “Impact of Patient Safety Initiatives on Nursing Workflow and Productivity,” Agency for Healthcare Research and Quality Invitational Conference, San Francisco, CA, January 13-14, 2009. Panel discussion of methodologists.
19. 2008 **Keynote Address Unruh, L.** “Nurse Staffing, and Patient, Nurse and Financial Outcomes.” Key Note Address, and CNE presentation, Florida Organization of Nurse Executives, Jupiter Beach, Florida, November 13 -14, 2008.
18. 2007 **Unruh, L.**, “Nurse Staffing: Key to good patient, nurse and financial outcomes.” Bethel College Nurse Alumni Meeting CNE presentation, North Newton, KS, October 5, 2007.
17. 2007 **Unruh, L.**, “I’m Glad I Chose a Career in Nursing,” 2 hour lecture to Bethel College nursing classes, North Newton, KS, October 5, 2007.
16. 2007 **Rutherford, P., Unruh, L., Spragens, L.** Break-out session on “TCAB Business Case” at Transforming Care at the Bedside (Institute for Healthcare Improvement and Robert Wood Johnson Foundation) meeting, Appleton, WI, September 26-27, 2007.
15. 2007 **Unruh, L., Joseph, L., Strickland, M.** “Nurse Absenteeism and the Quality of Nursing Care.” Poster presentation at the *Celebration of Nursing Excellence: A Stellar Experience*, Florida Hospital Healthcare System Poster Show: Promoting the forces of Magnetism, Altamonte, FL., May 2, 2007.
14. 2007 **Unruh, L.**, “Calculating the Cost Savings of Reduced Nurse Turnover.” Presentation and leadership of Break-out session at the Transforming Care at the Bedside (Institute for Healthcare Improvement and Robert Wood Johnson Foundation) meeting, Houston, TX, February 7-9, 2007.
13. 2006 **Unruh, L., Bolton, L.**, “The TCAB Business Case: Where to Start?” Presentation and leadership of Break-out session at the Transforming Care at the Bedside (Institute for Healthcare Improvement and Robert Wood Johnson Foundation) meeting, Miami, FL, October 17-19, 2006.

12. 2006 **Unruh, L.**, “Improving Patient Safety Through Work Environment Changes: the Theory, the Practice, and the Evaluation.” presenter at Florida Community College 3rd Annual Excellence in Nursing Conference, May 5, 2006.
11. 2006 Lee KH, Roh, CY, **Unruh L.** “Effects of Hospital Competition on Hospital Costs and Revenues in Florida.” Oral presentation at the Central Florida Chapter of the American Society for Public Administration, 2006, Orlando, FL, May, 2006.
10. 2006 **Unruh, L.** Research expert at the Summit Meeting on the Empirical Foundations for the Forces of Magnetism, American Nurses Credentialing Center, Silver Spring MA, January 11-12, 2006.
9. 2004 **Unruh, L.**, Respondent to talk by Dr. Michael Munger, “Policy Dilemma and Public Affairs Research.” at the First Annual Public Affairs Research Conference of the College of Health and Public Affairs, UCF, October 2, 2004.
8. 2004 **Unruh, L.**, “The Nursing Shortage: Who Wants to Be a Nurse?” Oral presentation at the conference *Causes and Consequences of the Nurse Shortage: Developing a Solution in Illinois*, University of Illinois, Chicago, IL, June 17, 2004
7. 2004 **Unruh, L.**, “Should Nursing Staffing Ratios Be Mandated?: Pro or Con.” Debate for University of Central Florida School of Nursing undergraduate course “Issues in Healthcare Policy,” May 18, 2004.
6. 2004 **Unruh, L.**, “Diversity in Nursing.” Oral presentation at the University of Central Florida College of Health and Public Affairs Brown Bag Lunch, April 14, 2004.
5. 2004 **Unruh, L.**, “Licensed Nurse Staffing and Adverse Events in Hospitals.” Oral presentation at the University of South Florida Research Consortium on Epidemiology and Cost of Adverse Events, Tampa, FL, March 18, 2004.
4. 2004 **Unruh, L.**, “Is Health Care a Right?: Philosophical Underpinnings of the Health Care Reform Debate.” Presentation at the Rollins College University Philosophy Club, Winter Park, FL, February 24, 2004.
3. 2004 **Unruh, L.**, Rudner, N., White, S., & Byers, J. “Patient Safety: What’s Managed Care Got to Do with It?” Presentation at the Central Florida Healthcare Information Management Association (CFHIMA) quarterly meeting, Orlando, FL, February 19, 2004.
2. 2004 **Unruh, L.**, “Health Care Professionals: Nurses.” Presentation to the UCF undergraduate class HSA2930, February 17, 2004.
1. 2003 **Unruh, L.** “Impact of Nurse Staffing on Patient Safety.” Educational Session at Florida Organization of Nurse Executives Spring Conference, Sarasota, FL, May 15-16, 2003.

CONSULTATIONS AND SERVICES:

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| March 2009 | Service Employees International Union , Train the Trainer consultant on nurse staffing issues |
| October 2008 – August 2009 | Hepatitis Consortium of Orange County , Cost-Benefit Analysis of Additional Hepatitis Services in Orange County |
| Oct. ‘08 – June ‘09 Interntl.
August 2007- June 2008
October, 2007 | Sigma Theta Tau International . Advisory Council on Policy member <i>Policy, Politics and Nursing Practice</i> . Guest editor, special issue August, 2008.
Colorado Governor’s Nurse Workforce and Patient Care Task Force . Consultant, October 26, 2007 meeting on nurse retention. |
| 2007- present
2007 | American Nurses Credentialing Center . Research Council member.
Economics of Nursing Conference: Paying for Quality Nursing Care . Organizer of the conference and co-convener with Sue Hassmiller, PhD, RN, FAAN, and Susan Reinhard, PhD, RN, FAAN, Robert Wood Johnson Foundation and Rutgers Center for State Health Policy, Princeton, NJ, June 13-14. |
| 2006 | American Nurses Credentialing Center . Expert researcher participant, “Summit Meeting on the Empirical Foundations for the Forces of Magnetism,” January 11-12, 2006, Silver Spring, Maryland. |

2005-2006 International Center for Health Services and Nursing Research, Catholic University Leuven, Belgium, and Center for Health Outcomes and Policy Research, University of Pennsylvania, USA. International expert panel member, “Database Quality of Nursing Care,” Delphi study, Nov. 2005-Feb. 2006.

2005-present Resource for nursing workforce issues with the Florida Center for Nursing:

2000-2006 Resource for nurse staffing and patient utilization issues with Florida Hospital: Research contract to study nurse absenteeism and patient outcomes. Research consultant on critical care education project.

1999 **Illinois Nurses Association.** Instructor, four hour Spring Retreat class on Health Care Economics, April 12 and 13, 1999.

1998- 1999 **Wisconsin Federation of Nurses and Health Professionals.** Statistician, nurse staffing survey development and analysis.

1996-2000 Member, **Higgins Labor Research Center,** University of Notre Dame, IN.

1997 Co-developer of three-day economics course for the George Meany Center, AFL-CIO.

1992-1994 Chair, **Health Policy Assembly, Illinois Nurses Association.**

1990-1994 Chair, **Political Concerns Committee, District 21, Illinois Nurses Association.**

1990-1994 Member of, and edited newsletter for, **Nurses for National Health Care.**

PROFESSIONAL REVIEWS:

June 2010 Agency for Healthcare Research & Quality HSA grant study section review

2010 American Nurses Credentialing Center National Magnet Conference abstract reviewer

2010 *Health Affairs* manuscript

2010 International *International Journal of Nursing Studies* manuscripts (2)

2009 International *International Journal of Nursing Studies* manuscripts (2)

2008 International *International Journal of Nursing Studies* manuscripts (2)

2008 *Health Affairs* manuscript

2008 Academy Health Annual Meeting workforce session abstracts

2007 *Medical Care Research and Review* manuscript

2007 *Western Journal of Nursing Research* manuscript

2006 *Health Affairs* manuscript

2006 *Medical Care Research and Review* manuscript

2005 *Western Journal of Nursing Research* manuscript

2005 International Merit review panelist for a Request for Proposal from the Canadian Health Services Research Foundation, April 26

2004 International *International Journal of Public Policy* manuscript

2004 NIH Special Emphasis Panel grant proposals, November 4, 2004.

2004 International The Health Foundation, an independent UK healthcare charitable foundation, grant proposal for a Nursing and Allied Health Professionals Fellowship Award.

2004 *Health Services Research* manuscript

2003 *Health Services Research* manuscript

PROFESSIONAL MEMBERSHIPS:

AcademyHealth
 American Nurses Association
 American Organization of Nurse Executives
 American Public Health Association
 American Society of Health Economists
 Florida Nurses Association
 International Health Economics Association
 Physicians for a National Health Program
 Sigma Theta Tau, Theta Epsilon Chapter