

PROMOTION RECOMMENDATION
The University of Michigan
School of Nursing

Olga Yakusheva, associate professor of nursing, with tenure, School of Nursing, and associate professor of health management and policy, without tenure, School of Public Health, is recommended for promotion to professor of nursing, with tenure, School of Nursing, and professor of health management and policy, without tenure, School of Public Health.

Academic Degrees:

PhD	2005	University of Illinois at Urbana-Champaign, IL
MS	1997	University of Illinois at Urbana-Champaign, IL
BS	1996	Kazakhstan State University, Almaty, Kazakhstan

Professional Record:

2014 – Present	Associate Professor with Tenure, Systems, Populations, and Leadership, School of Nursing, University of Michigan, MI
2014 – Present	Associate Professor, Health Management and Policy, School of Public Health, University of Michigan, MI
2012 – 2014	Associate Professor with Tenure, Economics, College of Business Administration, Marquette University, WI
2012 – 2012	Visiting Associate Professor, School of Medicine, School of Public Health, Yale University, CT
2005 – 2012	Assistant Professor, Economics, College of Business Administration, Marquette University, Milwaukee, WI
1997 – 2000	Senior Lecturer, Faculty of Economics, Kazakhstan Institute of Management, Economics and Policy, Almaty, Kazakhstan

Summary of Evaluation:

Teaching: Professor Yakusheva has made outstanding contributions to the teaching mission of the School of Nursing. She has exhibited great breadth, teaching across the graduate programs, including Master of Science in nursing (MSN), Doctorate of Nursing Practice (DNP), and PhD programs. Professor Yakusheva is an admirable mentor and has worked with PhD students and post-doctoral fellows, advising them in their research. She has served as a PhD dissertation committee co-chair and a cognate co-chair on two external PhD committees. These mentorships produced numerous publications and presentations, one of which received national recognition. Professor Yakusheva will serve as a committee chair for a new PhD student in fall 2021. She has been a primary mentor to two early-career nursing researchers, and under her mentorship both have produced ample publications and grant submissions. Currently, Professor Yakusheva is a core faculty member of a T32 (2020-225) and a co-mentor of a UM post-doctoral fellow in the National Clinical Scholars Program (NCSP).

Professor Yakusheva has supported the School of Nursing through sustained engagement in curricular reform. She has proposed infusing economics into existing nursing curricula using an approach called Teaching Across the Curriculum with Thematically Infused Content (TACTIC).

This innovation has the potential to develop a modularized portfolio of lectures in faculty's area of specialty that they can offer on a "guest lecture" basis for faculty teaching regular courses. Her concept was well received by faculty and approved by the curriculum committee however implementation was delayed due to COVID-19. Another innovative contribution is her development of the Student Innovation Ambassadors corpus that engages students in her work as the director of the School of Nursing Healthcare Innovation and Impact Program (HiiP). These Student Innovation Ambassadors have identified recommendations for enriching the student experience with learning activities related to innovation and entrepreneurship.

Research: Professor Yakusheva is an economist with research interests in health economics and health services research. Her area of expertise is econometric methods for causal inference, data architecture, and secondary analyses of big data. The primary focus of Professor Yakusheva's research is the study of the work of nurses. Professor Yakusheva pioneered the development of a new method for outcomes-based clinician performance productivity measurement using the electronic medical records. With this work, Professor Yakusheva was able to measure, for the first time, the value-added contributions of individual nurses to patient outcomes. This work has won her national recognition earning her the Best of Academy Health Research Meeting Award in 2014. Professor Yakusheva is currently working to uncover traits and success strategies of highly-effective nurses, including education, experience, and expertise—and most recently practice-informed design-thinking and innovation.

Professor Yakusheva has evidence of funding at the internal, foundation, and federal levels. Since 2014, Professor Yakusheva has been funded as a co-principal investigator (co-PI) internally; served as the principal investigator (PI) on two research grants, funded by Robert Wood Johnson Foundation (RWJ) and American Nurses Foundation; and a co-I on a currently funded R01 with the University of Pennsylvania. Professor Yakusheva has received approximately \$375,000 in grant funding as the PI or co-PI since 2014. In the past two years, she has significantly increased her productivity around grant writing, with PI-led applications to National Institutes of Health (NIH) and *Agency for Healthcare Research and Quality (AHRQ)*. She has received a score for an AHRQ R01 that merited council review. She is also preparing two R-level submissions, one PI (AHRQ R01) and one co-I (R01). In addition to securing funding for her own research, Professor Yakusheva has contributed her expertise to help advance the science of her nursing colleagues. She is a co-I on two R-level grants with colleagues in her department. Her natural experiment work with another senior faculty member led to R01 funding and six joint publications, and her innovative technique developed with a junior faculty member led to an R03 and three joint publications.

Since 2014, Professor Yakusheva has had a substantial level of publications and presentations in high-impact outlets. She has written 41 peer-reviewed manuscripts and was a lead-author on 14. In addition, she has five in-press publications, three of which she is first- or second-author; and four papers under review. She has published in high quality economics journals including *Review of Economics and Statistics*, *Journal of Human Resources*, *American Journal of Health Economics*, *Economics & Human Biology* and leading health services journals including *Health Services Research*, *Medical Care*.

Recent and Significant Publications:

- Yakusheva, O., Bang, J., Hughes, R., Bobay, K., Costa, L., and Weiss, M. (2021). “Nonlinear association of nurse staffing and readmissions uncovered in machine learning analysis.” *Health Services Research*, 2021; 10.1111/1475-6773.13695
- Yakusheva, O. and Hoffman, G. (2020). “Does a Reduction in Readmissions Result in Net Savings for Most Hospitals? An Examination of Medicare’s Hospital Readmissions Reduction Program.” *Empirical Research*, 2020; vol. 77(4) 334-344
- Yakusheva, O., Costa, D., and Weiss, M. (2017). “Patients Negatively Impacted by Discontinuity of Nursing Care During Acute Hospitalization.” *Medical Care*, 2017; 55: 421-427
- Yakusheva, O., Lindrooth, R., and Weiss, M. (2014). “Economic Evaluation of the 80% Baccalaureate Nurse Workforce Recommendation.” *Medical Care*, 2014; 52: 864-869
- Yakusheva, O., Lindrooth, R., and Weiss, M. (2014). “Nurse Value-Added and Patient Outcomes in Acute Care.” *Health Services Research*, 2014; 10.1111/1475-6773.12236

Service: Professor Yakusheva’s service at the national and professional levels reveals that she leverages her expertise to impact policy, system-level change, and nursing practice. She has provided research expertise at national-level conferences, helping nursing learn how to use system-level data to impact the nursing workforce and patient outcomes. At the national level, she has served as a member of the Research Council and the Policy Council of the American Nursing Credentialing Center. In 2018, she organized and led two symposia at the Annual Research Meeting of the Council for the Advancement of Nursing Science. Most notable at the national-level, she is an associate editor of the *International Journal of Nursing Studies*. She is a standing member of Healthcare Safety and Quality Improvement Research Study Section of the Agency for Healthcare Research and Quality (AHRQ). Professor Yakusheva has engaged in several leadership opportunities with Academy Health; and she is a member of the American Society of Health Economists, the American Economic Association, and the Center for Health Outcomes and Informatics Research at the Trinity Health System.

External Reviewers:

Reviewer A: “She has also been involved with programming at the American Association of Colleges of Nursing and the Council on the Advancement of Nursing Science. These are high-level and influential appointments that are testaments to the esteem in which she and her work are held and are excellent examples of high-level service contributions tied to scholarly expertise.”

Reviewer B: “[Professor] Yakusheva’s work has had an important impact on the field, as evidenced by a) the number of publications... and b) the quality of journals in which she has published, including top tier journals, both within and outside of nursing (notably *Medical Care*, *Health Services Research*, and *JAMA Network Open*).”

Reviewer C: “[Professor] Yakusheva has developed a strong and coherent program of research focusing on quantifying the value that nurses bring to organizations and the patients they serve. This is a priority for nursing health services research, which has long had insufficient empirical attention paid to the business case for investing in nursing and any outcomes advantage that might come from that investment.”

Reviewer D: “[Professor] Yakusheva is one of the best scientists in the field. She is more advanced in her career than her peers in the field. She has national and international recognition, she serves in prestigious committees, and she has generously served her professional communities.”

Reviewer E: “She is a proven, productive research economist who has a lot of potential upside...”

Summary of Recommendation: Professor Yakusheva is a productive scholar who has made significant contributions to the field of understanding modifiable factors that contribute to nurse performance and patient outcomes using big data to demonstrate the “nurse value added” phenomenon at a system level. She is an admirable teacher and mentor; and she is a leader who contributes in external and internal service. It is with the support of the School of Nursing and School of Public Health Executive Committees that we recommend Olga Yakusheva for promotion to professor of nursing, with tenure, School of Nursing, and professor of health management and policy, without tenure, School of Public Health.



Patricia D. Hurn
Dean and Professor
School of Nursing



F. DuBois Bowman, Ph.D.
Dean, School of Public Health

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