

**CURRICULUM VITAE**  
**Valda V. Upenieks, PhD, MPH, RN**

8609 NE 169<sup>th</sup> Street  
Kenmore, Washington 98028  
(425) 877-1605  
(206) 661-4650

[valda@upeniekshealthservicesconsulting.com](mailto:valda@upeniekshealthservicesconsulting.com)

**EDUCATION:**

<u>Dates</u>	<u>Institution/ Location</u>	<u>Degree/ Major</u>
1998-2002	University of Washington Seattle, Washington	<i>Doctorate of Philosophy Nursing Science</i>
	<i>Dissertation:</i> The Interrelationship Between and Meaning of Power and Opportunity, Nursing Leadership, Organizational Characteristics of Magnet Institutions, and Clinical Nurse Job Satisfaction	
1987-1989	San Diego State University San Diego, California	<i>Master of Public Health Health Service Administration</i>
1976-1980	Seattle University Seattle, Washington	<i>Bachelor of Science in Nursing Nursing</i>

**FACULTY APPOINTMENTS:**

<u>Dates</u>	<u>Institution/ Location</u>	<u>Title</u>
2010-present	Chamberlain College of Nursing Downers Grove, Illinois	<i>Adjunct Professor School of Nursing</i>
	Teaching graduate courses in nursing theory, research, evidence-based practice and leadership.	
2003-2008	University of California Los Angeles, California	<i>Assistant Professor School of Nursing</i>
	<i>Nursing Administration Graduate Program</i> Taught graduate level courses for the School of Nursing in healthcare operational activities, financial and budgetary control, business and strategic planning, leadership theories, system and throughput issues, organizational structures/ theories, magnet standards, Joint Commission and AONE standards. Conducted extensive research related to <i>professional practice development</i> utilizing the <i>Magnet Hospital model</i> of excellence and exemplary patient care. Led improvement efforts through the use of research results to transform care at the nursing bedside.	
	<i>Masters Entrance Clinical Nurse (MECN) Program Faculty Development Committee</i> Served as one of the <u>four</u> faculty architects, closely working with the Associate Dean of Academic Affairs in designing the curriculum for the new <i>Master Entrance Clinical Nurse Program (MECN)</i> . Design of academic program	

**Dr. Valda V. Upenieks  
Curriculum Vitae**

included thorough investigation of professional nursing standards, evidence-based practices, and clinical excellence. Designed and implemented five classes for the MECN program related to health care delivery and policy practices, systems thinking, quality improvement, and cost effective care.

**PROFESSIONAL EXPERIENCE:**

Dr. Upenieks has been functioning in a nursing leadership role in the greater Seattle area since 2009. She is also taking this time to focus on her creative fictional writing, and nearly completing her second children's book.

<u>Dates</u>	<u>Institution/ Location</u>	<u>Title</u>
2004-2006	<i>Kaiser Permanente Woodland Hills, California</i>	<i>Asst. Dir./ Interim Director Emergency Services</i>
		Leadership of patient care and operational activities for a 23-bed Emergency Department; 150 FTEs. Responsible for monitoring productivity and performance improvement. Accountable for promoting collaboration among team members, ensuring a bottom-up approach in department redesign, and working with various inpatient nursing and non-nursing departments to create a safe and positive work environment. <i>Development of shared governance model</i> to increase staff engagement and address following issues: supplies/ equipment, morale, JCAHO readiness, physician/ nurse collaboration, and patient safety.
2000-2003	<i>Valley Medical Center Renton, Washington</i>	<i>Administrative Supervisor</i>
		House supervisor responsibilities—bed control, staffing ratios and acuity, physician surgical and special procedure scheduling.
1995-1998	<i>Northwest Hospital Seattle, Washington</i>	<i>Director, Oncology/Orthopedic/ Surgical Units/ IV Team</i>
		Leadership of patient care and operational activities for inpatient units. Report to Director of Nursing; line manager for 100 FTEs. Responsible for monitoring productivity of a 4.0 million dollar multi-unit annual budget. <i>Instituted 3-year work sampling study</i> to decrease patient care hours to budgeted target level. Utilized work redesign strategies to improve group processes, enhance clinical nurses' performance, and cultivate positive working relationships.
1990-1995	<i>St. Joseph Hospital Bellingham, Washington</i>	<i>Director, MedFlight Aeronautical Services/Trauma Program</i>
		Administrative responsibilities for hospital-based aeromedical flight program. Responsible for formulating and executing business proposals, safety and strategic initiatives, payment identification processes, and marketing strategies. Direct supervision of flight crew personnel/ patient care services. Leadership responsibilities and collaboration with inpatient departments in the development and evaluation of hospital-wide multi-disciplinary trauma care delivery program. <i>Authored RFP for Level II Trauma Designation</i> . Directed multiple trauma projects simultaneously. Group processes and management principles applied to cultivate program performance and morbidity/mortality outcome results.

**Dr. Valda V. Upenieks  
Curriculum Vitae**

1989-1990	<i>UCSD Medical Center San Diego, California</i>	<i>Postgraduate Administrative Fellowship</i>
	Annual fellowship appointment collaborating with senior leadership team on diverse administrative projects.	
1984- 1989	<i>UCSD Medical Center San Diego, California</i>	<i>Flight Nurse, Life Flight</i>

**TEACHING:**

<u>Dates:</u>	<u>Course Title:</u>
Spring 2010	N501; Nursing Theory and Research Chamberlain College of Nursing
Fall 2007-2008	N268; Systems: Individual and Unit Level; UCLA Masters Entrance Clinical Nurse Graduate Program
Winter 2004-2008	219B; Operations Planning and Control for Nursing Administrators; UCLA Nursing Administration Graduate Program
Spring 2004-2006	218A&B; Nursing Administration & Leadership Theory; UCLA Nursing Administration Graduate Program
Fall 2004	N104 Theoretical Foundations for the Examination of Health Issues in Culturally Diverse Setting; UCLA School of Nursing Bridge Program

Guest Lectures:

Winter 2008	N258; Evidenced-Based Research; “ <i>Cost Effectiveness, Staffing Ratios, and Patient and Nursing Outcomes</i> ” UCLA School of Nursing MECN Program
Winter 2007-2008	N172 Nursing Management; “ <i>Workload Budgets and Healthcare Delivery Systems</i> ” UCLA School of Nursing Bridge Program
Winter 2006-2008	N245; Theoretical Foundations for Clinical Nurse Specialists; “ <i>Systems Theory/ Throughput Issues</i> ” UCLA School of Nursing CNS Graduate Program
Winter 2007	N267; Health Services; “ <i>Short and Long-Term Debt, Cost Benefit Analysis, and Rate on Investment</i> ” UCLA School of Nursing MECN Program
Winter 2004-2007	N247; Health Systems Research; “ <i>Transforming Care at the Bedside</i> ” UCLA School of Nursing Doctoral Program

Selected Presentations:

04/ 2008	WSU School of Nursing “Building a New Culture of Excellence” <i>Guest Speaker:</i> “Research at the Forefront”	Spokane, Washington
04/ 2008	UCLA School of Nursing “7 <sup>th</sup> Annual Evidence Based Practice Conference” <i>Guest Speaker:</i> “Staffing Ratios: Moving Toward Value-Added Care”	Los Angeles, California

**Dr. Valda V. Upenieks**  
**Curriculum Vitae**

**UNIVERSITY SERVICE:**

UCLA School of Nursing Committees:

2007-2008	Faculty Recruitment Committee
2005-2007	Masters Program Committee
2005-2006	Evaluation Committee
2003-2008	Student Affairs Committee
2003-2006	Committee on Appointment, Promotions and Merit Reviews
2003-2005	Faculty Research and Professional Affairs Committee

Dissertation Committees:

2005-2008	<b>Dissertation Chair:</b>	Jaleh Akhavan MHA, RN
	UCLA School of Nursing	
	“The Effect of a Dyadic Intervention on Self-Efficacy, Physical Functioning and Anxiety in Older Adults Post Joint Replacement Surgery”	
	Defense: August 2008	
2007-2008	<b>Dissertation Committee Member:</b>	Tracy Yee
	UCLA School of Public Health	
2006-2008	<b>Dissertation Committee Member:</b>	Michelle Sayre
	UCLA School of Nursing	
2006-2008	<b>Dissertation Committee Member:</b>	David Ajeibq
	UCLA School of Nursing	
2004-2005	<b>Dissertation Committee Member:</b>	Chiayi Chen
	UCLA School of Nursing	
	Defense: August 2005	

**RESEARCH AND CREATIVE ACTIVITY:**

Robert Wood Johnson Foundation initiative: *Transforming Care at the Bedside* (TCAB); the purpose of TCAB was to work with 60 leading hospitals throughout the nation to develop and test multifaceted initiatives to improve the work environment of medical-surgical units. The initiative focused on four domains: leanness, patient-centeredness, vitality and reliability.

- Needleman, J., (Principle Investigator), UCLA School of Public Health; Parkerton, P., (Co-Investigator), UCLA School of Public Health; Pearson, M., (Co-Investigator), RAND Cooperation; **Upenieks, V., (Co-Investigator)**, UCLA School of Nursing; *The Robert Wood Johnson Foundation; Transforming Care at the Bedside (TCAB), Phase II & III; \$1,500,000;* (2004-2009).  
The role of the investigators was to provide qualitative information on the process and outcomes of testing innovations at the leading sites, as well as highlight a series of promising interventions that can be tested in a more rigorous method in future initiatives.
- Pearson, M., (Co-Principle Investigator), RAND Cooperation; **Upenieks, V., (Co-Principle Investigator)**, UCLA School of Nursing; Needleman, J. (Co-Investigator), UCLA School of Public Health; *The Robert Wood Johnson Foundation; Transforming Care at the Bedside (TCAB) Spread Evaluation; \$80,000;* (2005-2007).  
The purpose of the TCAB Spread Project entailed working with TCAB hospitals to provide qualitative information in understanding methods involved in successful dissemination of the TCAB processes. Specific aims of the spread project was to assess two approaches of dissemination— spread of the TCAB process and innovations.

**Dr. Valda V. Upenieks  
Curriculum Vitae**

This research project related to assessing the effectiveness of California staffing ratios (Assembly Bill 394 2004) and their impact on registered nurse workload intensity, as well as assess the level of variation in workload among comparable nursing units.

- **Upenieks, V. (Principle Investigator);** *UCLA School of Nursing Intramural Grant; Staffing Ratios and Direct Care Requirements; \$25,000; (2005-2007).* Specific aims of the study were to obtain preliminary data on work flow categories and to collect preliminary data related to the amount of direct and value-added care provided by nurses.

The research project aimed to revise and validate an expanded healthcare team vitality survey tool to enable this instrument to better assess three subscales: staff engagement, care team collaboration and a safe and positive work environment.

- **Upenieks, V. (Principle Investigator),** UCLA School of Nursing; Lee, B. (Co-Investigator), Institute of Healthcare Improvement; *The Robert Wood Johnson Foundation; Healthcare Team Vitality Instrument (HTVI); \$50,000; (2005-2007).* The tool is being utilized by 60 hospitals participating in phase III of TCAB. Also, I collaborated with nationally renowned statistical researchers in order to perform the factor analysis and validate the tool.

**PUBLICATIONS:**

1. **Upenieks, V.V.,** Lee, E.A., Flanagan, M.E. & Doebbeling, B.N. (2008). Healthcare Team Vitality Instrument (HTVI): developing and validating a tool assessing healthcare team functioning. *Journal of Advanced Nursing*, pending date-2009.
2. **Upenieks, V.V. & Sitterding, M.** (2008). Achieving Magnet Redesignation: A Framework for Cultural Change. *Journal of Nursing Administration*, October 2008.
3. **Upenieks, V.,** Needleman, J., Soban, L., Pearson, M., Parkerton, P. & Yee, T. (2008). The relationship between the volume and type of Transforming Care at the Bedside (TCAB) innovations and changes in nurse vitality. *Journal of Nursing Administration*, September, 2008.
4. **Upenieks, V.V.,** Akhavan, J. & Kotlerman, J. (2008). Value-added care: A paradigm shift in patient care delivery. *Nursing Economics*, August, 2008.
5. Pearson, M., **Upenieks, V.,** Yee, T. & Needleman, J. (2008). Spreading Nursing Unit Innovation in Large Hospital Systems. *Journal of Nursing Administration*, 38(3): 146-151.
6. **Upenieks, V.V,** Kotlerman, J., Akhavan, J., Esser, J. & Ngo, M.J. (2007). Assessing Nursing Staffing Ratios: Variability in Workload Intensity. *Policy, Politics & Nursing Practice*, 8(1), 7-19.
7. **Upenieks, V.V.,** Akhavan, J., Kotlerman, J., Esser, J. & Ngo, M. (2007). Value-added care: A new way of assessing nursing staffing ratios and workload variability. *Journal of Nursing Administration*, 37(5), 243-251.

**Dr. Valda V. Upenieks  
Curriculum Vitae**

8. **Upenieks, V.V.** & Abelew, S. (2006). The magnet designation process: A qualitative approach using Donabedian's conceptual framework. *The Health Care Manager*, 25(3).
9. **Upenieks, V. V.** (2003). What constitutes effective leadership: Perceptions of magnet and nonmagnet nurse leaders. *Journal of Nursing Administration*, 33(9), 456-467.
10. **Upenieks, V. V.** (2003). The interrelationship between organizational characteristics of magnet hospitals, nursing leadership, and nursing job satisfaction. *The Health Care Manager*, 22 (2), 83-98.
11. **Upenieks, V. V.** (2003). Leadership success and role worth in today's acute inpatient environment. *Nursing Administration Quarterly*, 27(2), 140-152.
12. **Upenieks, V. V.** (2003). What's the attraction to magnet hospitals? *Nursing Management* 34(2), 43-44.
13. **Upenieks, V. V.** (2003). Recruitment and retention strategies: A magnet hospital prevention model. *Nursing Economics*, 21(1), 7-13.
14. **Upenieks, V. V.** (2002). What constitutes successful leadership: A qualitative approach utilizing Kanter's Theory of Organizational Behavior. *Journal of Nursing Administration*, 32(12), 622-632.
15. **Upenieks, V. V.** (2002). Assessing differences in job satisfaction of nurses in magnet and non-magnet hospitals, *Journal of Nursing Administration*, 32(11), 564-576.
16. **Upenieks, V. V.** (2000). The relationship of nursing unit-based practice models and job satisfaction, *Journal of Nursing Administration*, (30)6, 330-335.
17. **Upenieks, V.** (1998). Work sampling: An assessment tool utilized to increase nursing efficiency, *Nursing Management*, 20(4), 27-29.
18. Baxt, W., & **Upenieks, V.** (1990). The lack of the full correlation between the injury severity score and the resource needs of injured patients. *Annals of Emergency Medicine*, 19(12), 1396-1400.

Books:

1. Berkowitz, B., Dahl, J., Guirl, K., Kostelecky, B., McNeil, C., & **Upenieks, V.** (2001). *Public Health Nursing Leadership: Creating Opportunities in the New Millennium*. Washington D.C.: American Nurses Association Publishing.

Other Publications:

1. **Upenieks, V.** (2006) Managing the Team. *Sigma Theta Tau International: Nurse Manager Certificate Program*. Nurse Knowledge International.
2. **Upenieks, V.** (2006) Nurse Human Resource Issues and Strategies. *Sigma Theta Tau International: Nurse Manager Certificate Program*. Nurse Knowledge International.

**Dr. Valda V. Upenieks  
Curriculum Vitae**

3. **Upenieks, V.** (2006) Project Management. *Sigma Theta Tau International: Nurse Manager Certificate Program*. Nurse Knowledge International.
4. **Upenieks, V.** (1994) *St. Joseph Hospital Request-for-Proposal of Level II Trauma Designation*. Washington State Trauma Standards and Bylaws.

**CONSULTING SERVICES AND OTHER PROFESSIONAL ACITIVITIES**

Consulting expertise has been provided to nurse executives and other health care leaders in the following areas:

- Professional Practice Models
  - Magnet Hospital Model
  - Shared Governance
  - Quality Improvement Models
- Operational Analysis and Project Management
  - Lean/Customer Focused Management
  - Operational Gap Analysis
  - Workflow Analysis and Restructuring
- Team and Leadership Services
  - Vitality/ Team Building Strategies
  - Transformational Leadership

Refer to website for other project information: [www.upeniekshealthservicesconsulting.com](http://www.upeniekshealthservicesconsulting.com)

Designed and implemented a quality improvement program for the Westminster Free Clinic, Thousand Oaks, California. The program is designed to review aspects of care provided by the clinic to the working poor and homeless members of East Ventura County. The plan includes the ability of the clinic to monitor its own performance and assess the impact and timeliness of care provided to the members of the community.

- 2006-2007                      *Westminster Free Clinic*                      Thousand Oaks, California  
*Consultant*

Assisted leaders from Columbus Regional Hospital, Columbus, Indiana, in preparing documents to address the redesignation of magnet status for their hospital. The hospital was rated as an exemplar by the magnet appraisers.

- 2007                              *Columbus Regional Hospital*                      Columbus, Indiana  
*Consultant*

**ADDITIONAL:**

Honored member of **Strathmore's "Who's Who in America"**; a leading biographical publication listing thousands of successful individuals in the fields of Medicine, Business, Education, the Arts & Sciences, Research, Healthcare, Law, Engineering, and Government. Published author in various nursing administration journals, specifically an expert author related to Magnet hospitals.

