

# FANGLI GENG

## AFFILIATION AND EDUCATION

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Assistant Professor July 2024  
Brown University School of Public Health, Providence RI  
Department of Health Services, Policy & Practice

Postdoctoral Researcher March-June 2024  
Harvard Medical School, Boston, MA  
Department of Health Care Policy

Harvard University, Cambridge, MA  
Ph.D., Health Policy (Data Science Secondary Field) March 2024  
*Dissertation Title:* Assessing Value and Optimizing Decision-Making in Post-Acute Care Across Diverse Populations  
*Committee:* David C. Grabowski (Chair), Meredith B. Rosenthal, Stephen C. Resch, José R. Zubizarreta

Harvard T.H. Chan School of Public Health, Boston, MA  
M.Sc., Environmental Health (Risk and Decision Science Concentration) 2014

Shanghai Jiao Tong University, Shanghai, China  
B.Sc., Biotechnology 2012  
*Honors:* Summa Cum Laude

## RESEARCH INTERESTS

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Post-Acute Care	Medical Decision Making	Survey Design
Long-term Care	Health Economics	Economic Evaluations
Vulnerable Population	Cost-effectiveness Analysis	Artificial Intelligence in Health Care

## TEACHING INTERESTS

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Decision Science	Research Methods
Decision Analysis Methods	Quantitative Analysis
Economic Analysis	Machine Learning Analysis

## JOURNAL ARTICLES

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Chen Z, Santostefano CM, **Geng F**, White EM, McGarry BE, Grabowski DC, Rahman M. Differences in skilled nursing facilities admitting Medicare patients with and without COVID-19 after hospitalization. *Journal of general Internal Medicine.* (2026)

McGarry BE, Wilcock AD, Gandhi AD, Grabowski DC, **Geng F**, Barnett ML. Changes in US Skilled Nursing Facility Capacity Following the COVID-19 Pandemic. *JAMA Internal Medicine.* (2026).

Bhaumik D, Rahman M, Gadbois EA, White EM, McGarry BE, **Geng F**, Braun RT, Grabowski DC. Staffing Conditions In US Nursing Homes Before, During, And After The COVID-19 Pandemic. *Health Affairs.* (2026).

Wang X, **Geng F**, Kosar CM, Santostefano CM, Grabowski DC, Rahman M. Association Between the Patient-Driven Payment Model and Therapy Use, Patient Outcomes, SNF Expenditures, and Postacute Care Use Among Skilled Nursing Facility Beneficiaries by Dual Eligibility. *Medical Care Research and Review.* (2026).

**Geng F**, Xu K, Liu Y, Okereke OI, Shi S. Comparing Post-Acute Care Outcomes Between Home Health Care and Skilled Nursing Facilities: A Scoping Review. *Journal of the American Medical Directors Association.* (2025).

**Geng F**, Lu X, White EM, McGarry BE, Santostefano C, Meehan A, Gadbois E, Rahman M, Grabowski DC. The Patient Driven Payment Model, Skilled Nursing Facility Coding Intensity, and Medicare Expenditures. *JAMA Internal Medicine*. (2025)

Lake D, Kumar S, **Geng F**, Gozalo P. Comparative Effectiveness of Hospital Inpatient Rehabilitation Units for Stroke and Hip Fracture Patients. *Journal of the American Geriatrics Society*. (2025)

**Geng F**, Gong J, Gozalo P, Grabowski DC. Do Higher-Cost Settings Deliver Better Outcomes? Post-Acute Care Efficiency in Medicare Skilled Nursing Facilities and Home Health Agencies. *SSRN*. (2025)

Jiao B; Lu X; Lakdawalla D; Padula WV; **Geng F**. Incorporating Informal Caregiving Time Into Cost-Effectiveness Analysis for Adults Aged 50 and Older: Estimating From Health-Related Quality of Life and Functional Status. *Value in Health*. (2025)

Jun H, **Geng F**, McGarry BE, Rahman M, White EM, Gadbois EA, Grabowski DC. Immigrant staff in nursing homes: mitigating staffing shortages during the COVID-19 pandemic. *Medical Care Research and Review*. (2025)

Shen M, Shen J, **Geng F**. The impact of biopharmaceutical industrial parks on pharmaceutical innovation in China. *NBER Place-Based Policies and Entrepreneurship Series*. (2025)

Roberts AI, Santostefano CM, Chen Z, McGarry BE, White EM, Resnik LJ, **Geng F**, Grabowski DC, Rahman M. Trends in hospital discharge outcomes among high-risk Medicare beneficiaries before and during the COVID-19 pandemic. *Health Affairs Schola*. (2025)

**Geng F**, McGarry BE, Zubizarreta JR, Resch SC, Rosenthal MB, Grabowski DC. Preferences for Postacute Care at Home vs Facilities. *JAMA Health Forum*. (2024)

Gadbois EA, Brazier JF, White EM, Hawes C, Meehan A, Rafat A, **Geng F**, Rahman M, Grabowski DC, Shield RR. Caring for nursing home residents with dementia during the COVID-19 pandemic: Perspectives from administrators. *Journal of the American Geriatrics Society*. (2024)

**Geng F**, Liu W, Grabowski DC, Hu L, Post-acute care in China: development, challenges, and future prospects. *Journal of the American Medical Directors Association*. (2023)

Brazier JB, Meehan A, Shield RR, White EM, Grabowski DC, **Geng F**, Gadbois EA, “All Hands on Deck”: Administrator Perspectives on Managing COVID-19 Outbreaks in U.S. Nursing Homes. *Journal of Long-Term Care*. (2023)

Brazier JF, **Geng F**, Meehan A, White EM, McGarry BE, Shield RR, Grabowski DC, Rahman M, Santostefano C, Gadbois EA. Examination of Staffing Shortages at US Nursing Homes During the COVID-19 Pandemic. *JAMA Network Open*. (2023)

**Geng F**, Lake D, Meyers DJ, Resnik LJ, Teno JM, Gozalo P, Grabowski DC. Increased Medicare Advantage Penetration Is Associated With Lower Postacute Care Use For Traditional Medicare Patients. *Health Affairs* (2023)

Zhi M, Hu L, **Geng F**, Shao N, Yuanli L, “Analysis of the Cost and Case-mix of Post-acute Stroke Patients in China Using Quantile Regression and the Decision-tree Models.” *Risk Management and Healthcare Policy* (2022)

Chen Y, Gong X, Zhong W, Wang J, Yang Z, Yan S, **Geng F**, Zhou Y, et. al, “Evaluation of a Multilevel Program to Improve Clinician Adherence to Management Guidelines for Acute Ischemic Stroke.” *JAMA Network Open* (2022)

**Geng F**, Stevenson DG, Grabowski DC, “Evolution of the Home Health Care Market: The Expansion and Quality Performance of Multi-Agency Chains.” *Health Services Research Journal, Special Issue on Comparative Health System Performance* (2020)

**Geng F**, Stevenson DG, Grabowski DC, “Daily Nursing Home Staffing Levels Highly Variable, Often Below CMS Expectations.” *Health Affairs* (2019)

Loomer L, Gandhi A, **Geng F**, Grabowski DC, “Secret Shopper Data on Private Prices in the Nursing Home Industry From 2008 to 2010.” *Medical Care Research and Review* (2019)

Hammitt JK, **Geng F**, Guo X, Nielsen CP, “Valuing Mortality Risk in China: Comparing Stated-Preference Estimates from 2005 and 2016.” *Journal of Risk and Uncertainty* (2019)

Robinson L, Hammitt JK, O’Keefe L, Munk C, Patenaude B, **Geng F**, “Benefit-Cost Analysis in Global Health and Development: Current Practices and Opportunities for Improvement: Scoping Report.” *Review, Gates Foundation* (2018)

**Geng F**, Suharlim S, Brenzel L, Resch SC, Menzies NA, “The cost structure of routine infant immunization services: a systematic analysis of six countries”, *Health Policy and Planning* (2017)

Menzies NA, Suharlim C, **Geng F**, Ward ZJ, Brenzel L, Resch SC, “The cost determinants of routine infant immunization services: a meta-regression analysis of six country studies.” *BMC Medicine* (2017)

Campos NG, Sharma M, Clark A, Lee K, **Geng F**, Regan C, Kim JJ, Resch SC, “The health and economic impact of scaling cervical cancer prevention in 50 low- and lower-middle-income countries.” *International Journal of Gynecology & Obstetrics* (2017)

## AWARDED GRANTS

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Grant Title: Enhancing Staff Retention in Dementia Care: Investigating the Impact of Modifiable Organizational Characteristics in Long-Term Care Settings

Funding Agency: NIA-National Dementia Workforce Study

PI: Fangli Geng

Amount and Dates: \$100,000; 2025-2027

Grant Title: Timing of Dementia Diagnosis: Implications for Medicaid Enrollment and Financial Planning

Funding Agency: National Bureau of Economic Research (NBER)

PI: Fangli Geng

Amount and Dates: \$49,997; 04/2025 - 03/2026

Grant Title: Improving Post-Hospital Transitions: Evaluating the Impact of a State-Funded Discharge Support Program in Rhode Island

Funding Agency: Rhode Island Parent Information Network (RIPIN)

PI: Fangli Geng

Amount and Dates: \$50,000; 11/2025 - 11/2026

Grant Title: Assessing the lasting impact of COVID-19 on US Nursing Homes.

Funding Agency: Warren Alpert Foundation.

PI: David Grabowski, Momotazur Rahman

Role: Co-Investigator, 2023-2026

Grant Title: Impact of Medicare and Medicaid Financial Policies on Post-acute and Long-term Care for Persons Living with Dementia.

Funding Agency: NBER

PI: Momotazur Rahman, Cyrus Kosar

Role: Co-Investigator, 2024-2026

Grant Title: The Impact of Institutional Special Need Plan (I-SNP) Enrollment on Long-Term and End-of-Life Outcomes for Older Adults with Dementia.

Funding Agency: NIA

PI: Momotazur Rahman, Cyrus Kosar

Role: Co-Investigator, 2024-2028

## SUBMITTED GRANTS

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Grant Title: Understanding Older Adults and Family Preferences for Long-Term Services and Supports  
Funding Agency: NIA  
PI: Fangli Geng, Ari Ne'eman  
Amount and Dates: \$300,000; 2025-2027

Grant Title: Using Electronic Health Record Data and Machine Learning to Reduce Hospitalizations Among Nursing Home Residents  
Funding Agency: NIA  
PI: Fangli Geng, Pedro Gozalo  
Amount and Dates: \$455,60; 12/2026 - 11/2028

Grant Title: Specialty Care Delivery in Skilled Nursing Facilities: Access, Determinants, and Outcomes for Long-Term Care Residents  
Funding Agency: NIA  
PI: Fangli Geng  
Amount and Dates: \$3,994,088; 12/2026 - 11/2031

Grant Title: Enhancing Healthcare Efficiency in Dementia Diagnosis: Systemic Barriers, Diagnostic Timing, and Policy Solution  
Funding Agency: NIA  
PI: Fangli Geng  
Amount and Dates: \$319,000; 12/2025 - 11/2027

Grant Title: Has Medicare Advantage Improved Post-Acute Care?  
Funding Agency: NIA  
PI: Pedro Gozalo, David Meyers  
Role: Co-Investigator  
Amount and Dates: \$2,110,000; 2025-2029

Grant Title: Optimizing Medicaid-Funded Transportation for Patients in Methadone Treatment  
Funding Agency: NIA  
PI: Brendan Saloner  
Role: Co-Investigator, 07/2026 - 06/2030

Grant Title: The Impact of Medicaid Cuts on Access and Use of Long-Term Services and Supports among People with ADRD  
Funding Agency: NIA  
PI: Momotazur Rahman  
Role: Co-Investigator, 07/2026 - 06/2031

## FELLOWSHIPS, GRANTS & AWARDS

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2025 AcademyHealth Outstanding Dissertation Award  
Graduate Society Conference Grant, Harvard University, 2023  
Dissertation Competition Fellowship, Harvard University, 2022  
Graduate Society Merit Research Fellowship, Harvard University, 2021  
Professional Development Fund, Harvard University, 2021  
Scholarship of MIT Professional Education, MIT, 2021  
Howard Raiffa Teaching Grant, Harvard University, 2020  
Summer Institute Scholarship, RAND, 2020  
Central Grant, Harvard University, 2013

## CONFERENCES & PRESENTATIONS

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**Geng F**, Lin Y, Gozalo P, White E. Association of Shift Patterns with Overwork, Turnover, and Care Quality in U.S. Skilled Nursing Facilities. Poster Presentation: 2025 GSA Annual Conference; October 2025; Boston, MA.

**Geng F**, Lu X, Chughtai MA, Barnett M. Disparities in Specialty Care Utilization in Skilled Nursing Facilities: Trends, Facility Characteristics, and Implications for Patient Care Management. Poster Presentation: 2025 Annual Research Meeting of AcademyHealth; June 2025; Minneapolis, MN.

**Geng F**, Shewmaker P, Lu X, Jiao T, Jutkowitz E. Impact of Cognitive Assessment and Care Plan Services on Health Service and High-Risk Prescription in Medicare Patients with Alzheimer's Disease and Related Dementias. Poster Presentation: 2025 Annual Research Meeting of AcademyHealth; June 2025; Minneapolis, MN.

Roberts A, Santostefano C, Chen Z, White W, **Geng F**, Resnik L, McGarry B, Grabowski D, Rahman M. Trends in Hospital Discharge Dispositions and Outcomes Among High-Risk Medicare Beneficiaries before and during the COVID-19 Pandemic. Poster Presentation: 2025 Annual Research Meeting of AcademyHealth; June 2025; Minneapolis, MN.

Chen Z, **Geng F**. Prolonged Length of Stay for Medicare Hospital Patients. Poster Presentation: 2025 Annual Research Meeting of AcademyHealth; June 2025; Minneapolis, MN.

Yu R, Zhao S, **Geng F**, Jiao B. Estimating the Family Spillover Effects of Cardiovascular Diseases: Evidence from the Medical Expenditure Panel Survey. Poster Presentation: International Society for Pharmacoeconomics and Outcomes Research; May 2025; Montreal, Canada.

Couch E, **Geng F**, Jutkowitz E, Belanger E. A Latent Profile Analysis of Beliefs about Alzheimer's Disease Risk Factors and Prevention Strategies among Americans Aged 50+. Poster Presentation: 2025 GSA Annual Conference; October 2025; Boston, MA.

Benheim TS, Santostefano C, **Geng F**, Staffing Instability and Functional Decline in Long-Stay Nursing Home Residents with Dementia. Poster Presentation: 2025 GSA Annual Conference; October 2025; Boston, MA.

**Geng F**, Rahman M, McGarry BE, Santostefano C, Gadbois EA, White EM, Grabowski DC. Impact of Patient Driven Payment Model on Coding Intensity and Resource Utilization in Skilled Nursing Facilities. Oral Presentation at: 2024 International Long-Term Care Policy Network; September 2024; Bilbao, Spain.

**Geng F**. Post-acute Care Reforms in the U.S. 2024 Annual Conference of China Health Policy and Management Society (CHPAMS) in Haikou, Hainan Province, China.

**Geng F**, Rahman M, McGarry BE, Santostefano C, Gadbois EA, White EM, Grabowski DC. Coding Intensity and Upcoding after the Introduction of Patient Driven Payment Model in Skilled Nursing Facilities. Poster Presentation at: 2024 Annual Research Meeting of AcademyHealth; June 2024; Baltimore, Maryland.

**Geng F**, Gozalo P, Zubizarreta JR, Lake D, Resch SC, Rosenthal MB, Grabowski DC. Comparative Health Outcomes of Post-Acute Care Patients in Skilled Nursing Facilities (SNFs) and Home Health Agencies (HHAs): An Instrumental Variable Analysis. Oral Presentation at: 2024 American Society of Health Economics; July 2024; San Diego.

**Geng F**, McGarry BE, Zubizarreta JR, Resch SC, Rosenthal MB, Grabowski DC. Understanding the Value of Post-Acute Care: Heterogeneous Preferences and Willingness-to-Pay for Different Types of Post-Acute Care: A Discrete Choice Experiment. Oral Presentation at: 15th World Congress of International Health Economics Association; July 2023; Cape Town, South Africa.

**Geng F**, McGarry BE, Zubizarreta JR, Resch SC, Rosenthal MB, Grabowski DC. Patients and Caregivers Are Willing to Pay More for Patients to Stay Home Than Go into Facilities for Post-Acute Care. a Discrete Choice Experiment. Poster presentation at: 2023 Annual Research Meeting of AcademyHealth; June 2023; Seattle, WA.

**Geng F**, Liu W, Grabowski DC, Hu L. Post-acute care System in China: development, challenges, and policy recommendations. Oral Presentation at: 2023 international Symposium on Integrated Health and Care System for Older People; June 2023; Virtual Conference.

Lake D, Kumar S, **Geng F**, Gozalo P. The Comparative Advantage of Hospital-Based Inpatient Rehabilitation, a Natural Experiment. Oral Presentation at: 2022 American Society of Health Economists Conference; June 2022; Austin, Texas.

**Geng F**, Lake D, Meyers DJ, Resnik LJ, Teno JM, Gozalo P, Grabowski DC. Medicare Advantage Penetration and Post-Acute Care. Oral Presentation at: 2021 China Health Policy and Management Society Annual Conference; July 2021; Virtual Conference. (Presented in Chinese)

**Geng F**, Lake D, Meyers DJ, Resnik LJ, Teno JM, Gozalo P, Grabowski DC. The Impact of Accountable Care Organization and Medicare Advantage Market Concentration on Post-Acute Care. Oral Presentation at: 2021 Annual Research Meeting of AcademyHealth; May 2021; Virtual Conference.

Lake D, Meyers DJ, **Geng F**, Teno JM, Resnik LJ, Varma H, Grabowski DC, Gozalo P. Patterns of Post-Acute Care Delivery Among Patients Discharged from the Hospital with Stroke. Oral Presentation at: 2021 Annual Research Meeting of AcademyHealth; May 2021; Virtual Conference.

**Geng F**, Stevenson DG, Grabowski DC. Evolution of the Home Health Market: The Role and Quality Performance of Multi-Agency Chains. Poster Presentation at: 2020 Annual Research Meeting of AcademyHealth; August 2020; Virtual Conference.

**Geng F**, Stevenson DG, Grabowski DC. Evolution of the Home Health Care Market: The Expansion and Quality Performance of Multi-agency Chains. Oral Presentation at: AHRQ Comparative Health System Performance Annual Grantee Workshop; August 2020; Virtual Conference.

**Geng F**, Suharlim S, Brenzel L, Resch SC, Menzies NA. The cost structure of routine infant immunization services and the future development of immunization programs. Poster presentation at: 38th Annual North American Meeting of the Society for Medical Decision Making; October 2016; Vancouver, Canada.

**Geng F**, Suharlim S, Brenzel L, Resch SC, Menzies NA. Cost shares analysis of routine immunization programs in six countries. Oral presentation at: 2016 International Immunization Costing Workshop; May 2016; Washington. DC.

## TEACHING EXPERIENCE

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Doctoral Seminar in Public Health (PHP 2950), Spring 2025  
*Brown University School of Public Health*  
*Instructor*  
*(Ph.D. students)*

Quantitative Methods for Policy Evaluation (HPM 543)  
*Harvard T.H. Chan School of Public Health*  
*Teaching fellow for Dr Cassandra Peitzman and Dr. Anas Turabi (2024)*  
*(45 M.S., M.P.H. & Ph.D. students)*

Decision Analysis for Health and Medical Practices (RDS 280)  
*Harvard T.H. Chan School of Public Health*  
*Teaching fellow for Prof. Ankur Pandya (2021)*  
*(120 M.S., M.P.H. & Ph.D. students)*

Economic Evaluation for Health Policy and Program Management (RDS282)  
*Harvard T.H. Chan School of Public Health*  
*Teaching fellow for Prof. Stephen Resch (2021, 2020, 2016)*  
*(30-50 M.S., M.P.H. & Ph.D. students)*

Decision Science for Public Health (RDS202)  
*Harvard T.H. Chan School of Public Health*  
*Teaching Fellow for Prof. Sue Goldie and Eve Wittenberg (2020, 2019)*  
*(70 M.S. & M.P.H. students)*

Decision Analysis Methods in Public Health and Medicine (RDS285)  
Harvard T.H. Chan School of Public Health  
Teaching Fellow for Prof. Jane Kim (2016)  
(60 M.S. & M.P.H. students)

Economic Analysis (HPM206)  
Harvard T.H. Chan School of Public Health  
Teaching Fellow for Prof. David Hemenway (2015)  
(130 M.S. & M.P.H. students)

## RESEARCH AFFILIATIONS

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Center for Health Decision Science, Harvard T.H Chan School of Public Health	2013-Present
Department of Health Care Policy, Harvard Medical School	2019-Present
Department of Health Services, Policy & Practice, School of Public Health, Brown University	2020-Present
Harvard-Stanford Health Policy Data Science Lab	2020-2024
National Bureau of Economic Research	Summer 2020

## ACADEMIC MEMBERSHIPS

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Academy Health	2020-Present
International Health Economic Association	2020-Present
Society of Medical Decision Making	2016-Present
American Society of Health Economists	2020-Present
China Health Policy and Management Society	2020-Present

## PROFESSIONAL EXPERIENCE

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### **Center for Health Decision Science, Harvard University**

*Research Fellow* 2014-2017

#### Cancer Prevention Policy Modeling and Evaluation

- Developed and validated Monte Carlo microsimulation models using C++ to analyze HPV transmission, and oropharyngeal and vulvar cancer development.
- Used microsimulation models to evaluate the cost-effectiveness of HPV vaccination policies and cervical cancer screening policies.

#### Costing and Cost-effectiveness Studies of HIV Treatment Interventions and Infant Immunization Programs

- Partnered with research teams from Africa and South America developing countries to analyze both immunization costs and HIV treatment data.
- Assessed the cost structures of immunization programs and the cost-effectiveness of new HIV treatment interventions.

## LEADERSHIP & SERVICES

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*Ad-hoc Peer Reviewer* | Health Affairs, Social Science and Medicine, PLOS One, Preventive Medicine, BMC Health Services Research, Health Informatics Journal, Health Affairs Scholar, Health Care Science, Health Economics Review, Annals of Internal Medicine, Health Services Research, Journal of Population Economics

*Advisory Committee Member* | AcademyHealth Long-Term Services and Supports Interest Group

*Board Member of Directors* | China Health Policy and Management Society, 2024-2026

*Conference Abstract reviewer* | Society of Medical Decision Making, Academy of Health, American Society of Health Economists

*Cofounder and President* | Harvard Chan China Health Club, Harvard T.H. Chan School of Public Health, 2021-2024

*Representative* | M.Sc. Program of Harvard T.H. Chan School of Public Health, Harvard Graduate Council, 2013-2014

*Representative* | Environmental Health Department, Harvard T.H. Chan School of Public Health, 2012-2013

*Treasurer* | North American Shanghai Tiao Tong University Alumni Association, 2019-Present

## SELECTED MEDIA COVERAGE

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Senate Finance Committee. *Wyden, Warner, Merkley and Schumer Highlight Threat to Nursing Homes if GOP Approves Medicaid Cuts*. June 27, 2025.

Mor V, Geng F. *Response to the questions* [Brown University response to Senate request]. June 23, 2025.

Stulick A. *PDPM Linked To Increased Costs, Coding Intensity; Reforms Could Focus on Nursing Home Staffing Levels*. Skilled Nursing News. July 21, 2025.

McKnight's. *PDPM coding spike found: Clinical accuracy or financial anomaly?* July 21, 2025.

McKnight's. *Nearly 600 nursing homes at risk of closure if Medicaid cuts approved*. June 27, 2025.

Snopes. *Unpacking claims nursing homes say they will "close their doors" if GOP passes budget bill*. July 2, 2025.

Home Health Care News. *Older Adults Far Prefer Home-Based Post-Acute Care, But With Some Caveats*. April 30, 2024.

Towhey JR. Medicare Advantage's lower post-acute use creates 'spillover' in traditional Medicare: study. McKnights Long-term Care News. April 4, 2023. <https://www.mcknights.com/news/medicare-advantages-lower-post-acute-use-creates-spillover-in-traditional-medicare-study/>

Filbin P. Increased MA Penetration Associated With Lower Post-Acute Care Utilization. Home health Care News. April 4, 2023. <https://homehealthcarenews.com/2023/04/increased-ma-penetration-associated-with-lower-post-acute-care-utilization/>

Wehrwein P. Medicare Advantage Has 'Spillover' Effects on Postacute Care Among Those Who Stick With Traditional Medicare. Managed Healthcare Executive. April 8, 2023. <https://www.managedhealthcareexecutive.com/view/medicare-advantage-has-spillover-effects-on-postacute-care-among-those-who-stick-with-traditional-medicare>

Physician's Briefing Staff. New Staffing Data Source Can Improve Nursing Home Monitoring. Health Day. July 8, 2019. <https://consumer.healthday.com/nursing-10/nursing-homes-and-elder-care-health-news-501/new-staffing-data-source-can-improve-nursing-home-monitoring-747832.html>

Shrourou A. Study paints clear picture of the staffing levels of nurses at nursing homes. News Medical Life Science. July 2, 2019. <https://www.news-medical.net/news/20190702/Study-paints-clear-picture-of-the-staffing-levels-of-nurses-at-nursing-homes.aspx>

Spanko A. 75% of Nursing Homes 'Almost Never' in Compliance with RN Staffing Levels. Skilled Nursing News. July 1, 2019. <https://skillednursingnews.com/2019/07/75-of-nursing-homes-almost-never-in-compliance-with-rn-staffing-levels/>