

**CHRISTINE W. HARTMANN, Ph.D.**  
**CURRICULUM VITAE**  
SEPTEMBER 2023

[FACULTY WEBPAGE](#)  
[VA WEBPAGE](#)  
[NCBI BIBLIOGRAPHY](#)  
[PUBLIC-FACING SCIENCE](#)

**ADDRESSES:** Center for Healthcare Organization and Implementation Research  
(CHOIR)  
ENR Memorial Veterans Hospital (152), Bedford, MA 01730  
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University of Massachusetts Lowell  
Department of Public Health, Zuckerberg College of Health Sciences  
61 Wilder St., O'Leary 540, Lowell, MA 01854  
[christine\\_hartmann@uml.edu](mailto:christine_hartmann@uml.edu)

**ACADEMIC TRAINING**

May 2004 Doctor of Philosophy (Social Work and Social Research)  
Bryn Mawr College, Bryn Mawr, PA  
The Graduate School of Social Work and Social Research

May 1998 Master of Social Service  
Bryn Mawr College, Bryn Mawr, PA  
The Graduate School of Social Work and Social Research

May 1987 Bachelor of Arts, *cum laude* (German Literature)  
Mount Holyoke College, South Hadley, MA

**ADDITIONAL TRAINING**

July 2019 *RAND Summer Institute: Mini-Medical School for Social Scientists and Demography, Economics, Psychology, and Epidemiology of Aging.* Santa Monica, CA. 4 days.

July 2014 *Training Institute for Dissemination and Implementation Research in Health.* National Institutes of Health- & Department of Veterans Affairs-sponsored. Boston, MA. 5 days.

Sept 2011 *Enhancing Implementation Science in VA, Mid-level/Advanced Program.* Department of Veterans Affairs. Phoenix, AZ. 2 days.

July 2010 *Enhancing Implementation Science in VA.* Department of Veterans Affairs. Denver, CO. 2 days.

**FACULTY APPOINTMENTS**

2019 – present Research Professor  
Department of Health Policy  
University of Massachusetts Lowell  
Lowell, MA

2015 – 2019 Research Associate Professor  
Department of Health Law, Policy, and Management  
School of Public Health  
Boston University  
Boston, MA

2007 – 2015 Research Assistant Professor

Department of Health Policy and Management  
School of Public Health  
Boston University  
Boston, MA  
2004 – 2006 Assistant Professor  
Department of Health Policy  
Jefferson Medical College, Thomas Jefferson University  
Philadelphia, PA  
2004 – 2006 Lecturer  
Bryn Mawr Graduate School of Social Work and Social Research  
Bryn Mawr, PA  
2002 – 2004 Instructor  
Bryn Mawr Graduate School of Social Work and Social Research  
Bryn Mawr, PA

**PROFESSIONAL EXPERIENCE**

2021 – present [VA HSR&D Research Career Scientist](#)  
Center for Healthcare Organization and Implementation  
Research  
VA Bedford Healthcare System  
Bedford, MA  
2016 – present Affiliated Core Researcher  
New England Geriatric Research Education and Clinical Center (GRECC)  
VA Bedford Healthcare System  
Bedford, MA  
2007 – present Research Health Scientist  
Center for Healthcare Organization and Implementation  
Research  
VA Bedford Healthcare System  
Bedford, MA  
2002 – 2004 Project Director  
Office of Health Policy  
Jefferson Medical College, Thomas Jefferson University  
Philadelphia, PA  
1999 – 2001 Teaching Assistant  
Bryn Mawr Graduate School of Social Work and Social Research  
Bryn Mawr, PA  
1998 – 1999 Family Therapist  
MeadowWood Hospital  
New Castle, DE  
1990 – 1995 Director and Teacher  
STEPS Eikaiwa School  
Iwate, Japan  
1990 – 1995 English Instructor  
Iwate Technical Junior College (*Kenritsu Kodogijutsu Senmon Gakuin*)  
Iwate, Japan  
1987 – 1990 Assistant Language Teacher  
Tanko Branch Office, Iwate Prefectural Board of Education  
Iwate, Japan

**FUNDING AS PRINCIPAL INVESTIGATOR (TOTAL = \$17.5 MILLION)**

05/23 – 04/27 NIH National Institute on Aging 1R33AG065619

- (multiple PI with Snow)  
*Enhancing Sleep Quality for Nursing Home Residents with Dementia: Pragmatic Trial of an Evidence-Based Frontline Huddling Program*, \$6,047,088
- 08/22 – 07/26 VA HSR&D I01HX003420 [IIR 21-014]  
*Pragmatic trial to increase quality of care in State Veterans Homes: Improving safety using an evidence-based, frontline staff huddling practice*  
\$1,600,000
- 01/22 – 09/22 VA HSR&D FOP 22-113  
*Qualitative Interviews to Assess Perceptions and Attitudes related to DEI Issues*  
\$41,300
- 10/21 – 09/26 VA HSR&D IK6HX003398 [RCS 21-139]  
*Research Career Scientist Award*  
100% salary funding for 5 years
- 10/19 – 09/22 VA QUERI Program  
*Frontline Huddling for Quality Improvement Implementation Strategy Learning Network Hub*  
\$150,000
- 09/19 – 08/22 NIH National Institute on Aging 1R61AG065619  
(multiple PI with Snow)  
*Enhancing Sleep Quality for Nursing Home Residents with Dementia: Pragmatic Trial of an Evidence-Based Frontline Huddling Program*, \$811,849
- 04/19 – 09/19 VA QUERI Program [supplemental funding]  
*Videos for engaging staff in improving teamwork to de-implement practices*  
\$50,000
- 04/16 – 09/22 Geriatrics & Extended Care Operations (10NC4) Center  
(co-PI with A. Lynn Snow, Ph.D.)  
*CLCs' Ongoing National Center for Enhancing Resources and Training (CONCERT)*  
\$449,000 FY22; \$2,600,000 FY21; \$2,615,000 FY20; \$2,615,000 FY19; \$1,992,000 FY18; \$1,220,000 FY17; \$350,000 FY16
- 10/16 – 09/20 VA QUERI Program [QUE 15-271]  
(multiple PI with David Au, M.D. & Christian Helfrich, Ph.D.)  
*Improving safety and quality through evidence-based de-implementation of ineffective diagnostics and therapeutics*  
\$3,949,540 [overall Program budget]
- 03/16 – 02/19 VA HSR&D Merit Review Award I01 HX001440-1A2 [IIR 13-343]  
*Safety climate in CLCs: variation, predictors, and impact on resident outcomes*  
\$891,000
- 10/15 – 03/19 VA HSR&D Merit Review Award I01 HX001552-01 [IIR 14-008]  
(corresponding PI; multiple PI with A. Lynn Snow, Ph.D.)  
*Developing a Roadmap for Best Practices in CLC Resident-Centered Care*  
\$1,082,000
- 01/14 – 12/16 VA HSR&D Merit Review Award I01 HX-0007-97 [CRE 11-349]  
(part of the HSR&D Long-Term Care CREATE)  
*Developing and implementing a toolkit for measuring CLC cultural transformation*

\$869,000  
02/13 – 01/14 VA HSR&D QUERI Rapid Response Project I21HX001008 [RRP 12-478]  
*The Role of Safety Culture on the Development of Pressure Ulcers*  
\$100,000  
10/10 – 09/11 VA HSR&D Pilot Project I01HX000258 [PPO 09-266]  
*Two CLCs [Nursing Homes] Implementing The Green House Model: A  
Mixed Methods Baseline Assessment*  
\$100,000  
07/09 – 06/14 VA HSR&D Career Development Award [CDA 08-008]  
*Investigating Safety Climate and Outcomes in VA Nursing Homes*  
\$656,000  
04/06 – 11/06 Jefferson Medical College Intramural Pilot Research Award  
*Investigating Inappropriate Prescribing in the Elderly*  
\$10,000

**FUNDING AS CO-INVESTIGATOR (\*\* DENOTES MENTEE)**

2021 – 2025 VA HSR&D [I01 HX003093; Hilgeman, PI]  
*Montessori Approaches in Person-Centered Care (MAP-VA): An  
Effectiveness-Implementation Trial in Community Living Centers*

2020 – 2023 VA HSR&D [I01 HX002764; Barnes, PI]  
*Preventing Loss of Independence through Exercise (PLIE) in Persons with  
Dementia*

2020 – 2023 VA HSR&D [I01 HX002775; Mills, PI]  
*Implementing the Behavioral Activities Intervention (BE-ACTIV) to Reduce  
Depression among Veterans in Community Living Centers*

2019 – 2020 VA HSR&D PPO [19-373; Borzecki, PI]  
*Improving the Evaluation and Management of Penicillin Allergy*

2019 VA HSR&D [I21 HX002765; Pimentel, PI\*\*]  
*Healthcare providers and public reporting of Community Living Center  
(CLC) quality: Investigating responses and opportunities for intervention  
through the PROACTIVE mixed-methods study*

2019 – 2021 VA HSR&D [I01 HX0026951; Gupta, PI]  
*De-Implementing testing and treating of urine cultures in asymptomatic  
patients*

2017 – 2020 VA HSR&D [I01 HX0022223; Hilgeman, PI]  
*Adapting Montessori activity programming for Veterans living in  
Community Living Centers*

2013 – 2014 VA Office of Patient-Centered Care and Cultural Transformation  
[Innovation grant; Snow, PI]  
*Building the positive chain of leadership to meet the patient-centered  
care challenge: VA implementation and toolkit development*

2013 VA HSR&D [CRE 12-036; Allen, PI]  
*Increasing Veterans' use of community-based LTC via timely discharge  
from VA CLCs*

2013 – 2014 VA QUERI & Office of Patient-Centered Care and Cultural Transformation  
[PCE 13-001; Bokhour, PI]  
*Evaluating patient-centered care: patient, provider and organizational  
views*

2009 – 2011 NIAID [R21 AI083888; Lee, PI]  
*Nonpayment for preventable complications: impact on hospital practices  
and healthcare-associated infections*

2007 – 2008 VA HSR&D [IIR 03-303; Gaba, PI]

2006 – 2007 *Improving safety culture and outcomes of VA hospitals*  
NHLBI [R01HL083432; Sciamanna, PI]  
*Efficacy of web-based feedback to improve blood pressure control*

**FUNDING IN OTHER ROLES**

2023 – 2028 NIH National Center for Complementary and Integrative Health  
1UG3AT012262; Rosen & Martino, PIs; Role = Advisor  
*Implementation Facilitation of Screening, Brief Intervention, and  
Referral to Treatment for Pain Management for Veterans Separating  
from Military Service*

**COMMITTEES: NATIONAL AND INTERNATIONAL**

2023 Planning committee member, VA HSR&D Nursing SOTA Conference  
2023 Reviewer for Israel Science Foundation [Israel's version of NIH], Personal  
Research Grant program  
2022 – 2023 Review panel member, VA HSR&D Scientific Merit Grant Review Board,  
Career Development Award Letter of Intent reviews, MRA0, Mentored  
Research  
2021 – present Review panel member, VA HSR&D Scientific Merit Grant Review Board,  
MRA0, Mentored Research  
2020 – 2023 Committee member, VA HSR&D national Diversity, Equity, and Inclusion  
Workgroup  
2020 – 2021 Committee member, VA QUERI national Strategic Development of  
Dissemination & Implementation Training in VHA Workgroup  
2020 Review panel member, National Institute on Aging (NIA) Imbedded  
Pragmatic AD/ADRD Clinical Trials (IMPACT) Collaboratory  
2020 Review panel member, Dissemination, Implementation, and Impact,  
2020 Annual Research Meeting, AcademyHealth  
2019 – 2020 Review panel member, HSR&D Scientific Merit Grant Review Board, HSR  
6, Post-acute and Long-term Care  
2019 Reviewer for Ireland's Health Research Board, Grant Review, Secondary  
Data Analysis Projects [the Health Research Board is the lead agency in  
Ireland supporting and funding health research]  
2018 – 2021 Member, Office of Geriatrics and Extended Care functional  
organizational chart (as co-director of CONCERT)  
2018 – 2020 Chair, Office of Geriatrics and Extended Care CLC Field Advisory Group  
2015 – 2016 Member, VA Community Living Center Strategic Planning Workgroup, VA  
Central Office, Office of Geriatrics and Extended Care  
2015 Co-Chair, National Health Services Research and Development (HSR&D)  
Career Development Award Conference  
2012 – 2015 Chair, National Cultural Transformation Steering Committee for VA  
Community Living Centers, VA Central Office, Office of Geriatrics and  
Extended Care  
2009 – present Member, Edith Nourse Rogers Memorial VA Hospital Community Living  
Center Cultural Transformation Committee  
2010 – 2012 Chair, National Cultural Transformation Steering Committee for VA  
Community Living Centers, Small House Subcommittee, VA Central  
Office, Office of Geriatrics and Extended Care  
2010 – present Member, Scientific Review Committee (R&D Subcommittee) Center for  
Healthcare Organization and Implementation Research  
2013 Chair, Workgroup on Meetings and Communication, for proposed  
Center for Healthcare Organization and Implementation Research

2010, 2012 Member, Post-doc Fellowship Committee, Center for Health Quality, Outcomes, and Economic Research

#### TEACHING RESPONSIBILITIES

2022 – present University of Massachusetts Lowell, Department of Public Health, Introduction to Manuscript Writing – doctoral seminar (PUBH 6750) (1 guest lecture)

2017 – present New England GRECC, Implementation, Dissemination, Evaluation, and Authorship seminar for fellows and faculty  
Writing Effective Proposals (1x per year)

2015 – 2017 Boston University, School of Public Health  
Presenting Seminar for Master’s and PhD students (1x per year)

2013 – 2017 Boston University, School of Public Health  
Writing Seminar for Master’s and PhD students (1x per year)

2013 Northeastern University, Department of Psychology  
Writing Seminar for postdoctoral students (2 hrs.)

2009 – 2011 Boston University School of Public Health  
Advanced Health Services Research Methods (PM 821),  
(2 classes on qualitative research methods per semester)

2003 – 2007 Bryn Mawr College  
Data Analysis (131), required

2003 – 2006 Thomas Jefferson University  
Introduction to Health Services Research (PH506), fall,  
(one seminar per semester on qualitative research methods)

2001 – 2006 Bryn Mawr College  
Social Work Research and Evaluation (132), required

#### FORMAL MENTORING

2023 – present Princess Nash, Ph.D.: VA Office of Research and Development Diversity, Equity, and Inclusion Supplement applicant. **Primary Mentor**

2023 – present Emma Quach, Ph.D.: VA HSR&D Career Development Awardee (2023-2028), VA Bedford Healthcare System; **Primary Mentor**

2023 Hellen Cullen, M.Sc.: Ph.D. Candidate at Northumbria University, Newcastle, United Kingdom; **Dissertation external examiner**

2022 – present Marva Foster, R.N., Ph.D.: Early career investigator, VA Boston Healthcare System; VA HSR&D Career Development Award applicant in June 2023; **Primary Mentor**

2021 – present Stephanie Shimada, Ph.D.: Mid-career investigator, VA Bedford Healthcare System; **Career Mentor**

2021 – present Hillary J. Mull, Ph.D.: Mid-career investigator, VA Boston Healthcare System; **Career Mentor**

2021 – present Camilla B. Pimentel, Ph.D.: VA HSR&D Career Development Awardee (2021-2026), VA Bedford Healthcare System; **Primary Mentor**

2020 – present Emily Franzosa, Ph.D.: VA HSR&D Career Development Awardee (2023-2028), Bronx VA Medical Center; **Mentor**

2020 – 2022 Emma Quach, Ph.D.: VA VISN 1 Career Development Award (2020-2022), VA Bedford Healthcare System; **Primary Mentor**

2017 – present Haley Morrill, Pharm.D.: VA HSR&D Career Development Award (2017-2022), **Mentor**

2017 – 2020 Camilla B. Pimentel, Ph.D.: Advanced Fellow in Geriatrics, New England Geriatric Research Education and Clinical Center, Bedford VA Medical Center; **Primary Mentor**

- 2017 – 2020 Emma Quach, Ph.D.: Center for Healthcare Organization and Implementation Research Post-Doctoral Fellow (2017-2020); **Primary Mentor**
- 2017 – 2018 Jessica Strong, Ph.D.: Advanced Fellow in Geriatrics, New England Geriatric Research Education and Clinical Center, VA Boston Healthcare System; **Primary Research Mentor**
- 2015 – 2017 Camilla B. Pimentel, Ph.D.: University of Massachusetts Medical School, Clinical and Population Health Program, Prevention and Control of Cancer: Post-Doctoral Training in Implementation Science (PRACCTIS); **Primary Mentor**
- 2009 – 2015 Jennifer A. Palmer, Ph.D.: Boston University School of Public Health, Department of Health Policy and Management; **Chair, Dissertation committee**
- 2011 – 2014 Mary Lindsey Jacobs, Ph.D.: University of Alabama Graduate School, Department of Psychology; **Dissertation committee member**

#### MENTORSHIP GROUP LEADERSHIP

- 2020 – present Founding Co-Director, the National Career Development Award CORNERSTONE (Committee Organized by a Range of New and Experienced Recipients for Supporting Talents and Opportunities and Nurturing Expertise) Project for VA long-term care researchers

#### VA SERVICE (NOT OTHERWISE MENTIONED)

- 2022 – 2023 Research Impact Implementation Consultant to VA HSR&D “Long-term care and aging” research portfolio

#### HONORS & FELLOWSHIPS AWARDED

- July 2022 Certificate of Appreciation, Department of Veterans Affairs, Office of Geriatrics and Extended Care
- March 2021 Research Career Scientist Award (5 years), VA HSR&D
- June 2019 Certificate of Appreciation, Department of Veterans Affairs, Office of Geriatrics and Extended Care
- May 2011 Mount Holyoke College Dole Fellowship  
\$3,200
- August 2009 Best paper, Health Care Management Division of the Academy of Management 2009 Annual Meeting for “Identifying Organizational Cultures that Promote Patient Safety,” Singer S, Falwell A, Gaba D, Meterko M, Rosen A, **Hartmann CW**, Baker L.

#### PEER-REVIEWED PUBLICATIONS, MOST RECENT FIRST (\*\* DENOTES 1ST AUTHOR MENTEE)

1. Pimentel CB, Pimentel MP, **Hartmann CW**. Medical Safety Huddles to engage frontline physicians in patient safety: Calling physicians back to the table. *BMJ Quality and Safety*. 2023. Forthcoming.
2. Quach ED, Franzosa E, Zhao S, Ni P, **Hartmann CW**, Moo LR. Home and community-based service use varies by health care team and comorbidity level of Veterans with dementia. *Journal of Gerontological Social Work*. 2023. Forthcoming doi: [10.1080/01634372.2023.2246520](https://doi.org/10.1080/01634372.2023.2246520)
3. Gillespie C, Sitter K, McConeghy K, Strymish J, Gupta K, **Hartmann CW**, Borzecki A. Facilitators and Barriers to Verifying Penicillin Allergies in a Veteran Nursing Home Population. *Journal of Allergy and Clinical Immunology: In Practice*. 2023. Forthcoming.

4. **Hartmann CW**. How screenwriting can help your grant writing. *Nature*. 2023. June 7. doi: [10.1038/d41586-023-01881-6](https://doi.org/10.1038/d41586-023-01881-6) E-pub ahead of print.
5. Foster M, Etchin A, Pope C, **Hartmann CW**, Emidio O, Bosworth HB. Impact of COVID-19 on Hypertension Medication Adherence Among Underrepresented Racial and Ethnic Minorities: A Scoping Review. *Current Hypertension Reports*. 2023. E-pub ahead of print. doi: [10.1007/s11906-023-01262-4](https://doi.org/10.1007/s11906-023-01262-4)
6. Davila H, Mills WL, Clark V, **Hartmann CW**, Sullivan JL, Mohr DC, Baughman AW, Berlowitz DR, Pimentel CB. Quality improvement efforts in VA Community Living Centers following public reporting of performance. *Journal of Aging and Social Policy*. 2023. E-pub ahead of print. doi: [10.1080/08959420.2023.2196913](https://doi.org/10.1080/08959420.2023.2196913)
7. Foster M, Xiong W, **Hartmann CW**, Gaehde SA. Preferences of older adult veterans with heart failure for engaging with mobile health technology to support self-care: A qualitative study. *JMIR Formative Research*. 2022;6(12):e41317. doi: [10.2196/41317](https://doi.org/10.2196/41317)
8. Engle RL, Gillespie C, Clark VA, McDannold SE, Kazis LE, **Hartmann CW**. Factors differentiating nursing homes with strong resident safety climate: A qualitative study of leadership and staff perspectives. *Journal of Gerontological Nursing*. 2023;49(2):13-17. doi: [10.3928/00989134-20230106-03](https://doi.org/10.3928/00989134-20230106-03)
9. Madrigal C, Mills WL, Keleher V, Pimentel CB, **Hartmann CW**, Snow AL, Camp C, Hilgeman M. A Spotlight on Adaptation: Pre-Implementation of Montessori-Based Activity Programming in Long-Term Care using the FRAME. *The Gerontologist*. 2023;63(3):589-603. doi: [10.1093/geront/gnac133](https://doi.org/10.1093/geront/gnac133)
10. Barker A, Dunlap S, **Hartmann CW**, Wilson-Menzfeld G, McGill G. Engaging Veterans in the Research Process: A Practical Guide. *Journal of Comparative Effectiveness Research*. 2022; 11(10):751-764. doi: [10.2217/ceer-2022-0010](https://doi.org/10.2217/ceer-2022-0010)
11. Strong JV\*\*, Plys E, **Hartmann CW**, Hinrichs KLM, McCullough M. Strategies for Implementing Group Mental Health Interventions in a VA Community Living Center. *Clinical Gerontologist*. 2022; 45(5):1201-1213. doi: [10.1080/07317115.2020.1756550](https://doi.org/10.1080/07317115.2020.1756550)
12. Franzosa E\*\*, Judon KM, Gottesman EM, Koufacos NS, Runels T, Augustine M, **Hartmann CW**, Boockvar KS. Home Health Aides' Increased Role in Supporting Older Veterans and Primary Healthcare Teams During COVID-19: a Qualitative Analysis. *JGIM*. 2022;37(8):1830-1837. doi: [10.1007/s11606-021-07271-w](https://doi.org/10.1007/s11606-021-07271-w)
13. Strong JV\*\*, Plys E, Hinrichs KLM, **Hartmann CW**, McCullough M. Music for your Mental Health? The Development and Evaluation of a Group Mental Health Intervention for Short-Stay Nursing Home Residents. *Aging and Mental Health*. 2022; 26(5):950-957. doi: [10.1080/13607863.2021.1935463](https://doi.org/10.1080/13607863.2021.1935463)
14. Quach ED\*\*, McCullough MB, Gillespie C, **Hartmann CW**. Nursing home residents' relocation to another facility: An exploratory study of family caregiver experiences. *Journal of Gerontological Social Work*. 2022;65(7):735-748. doi: [10.1080/01634372.2022.2028209](https://doi.org/10.1080/01634372.2022.2028209)
15. Quach ED\*\*, Pimentel CB, & **Hartmann CW**. (2022). Account for Identity in URM Mentorship. *JGIM*. 2022;37(5):1302-1303. doi: [10.1007/s11606-021-07186-6](https://doi.org/10.1007/s11606-021-07186-6)
16. **Hartmann CW**, Gillespie C, Sayre GG, Snow AL. De-Implementing and Sustaining an Intervention to Eliminate Nursing Home Resident Bed and Chair Alarms: Interviews on Leadership and Staff Perspectives. *Implementation Science Communications*. 2021; 2(1):91. doi: [10.1186/s43058-021-00195-w](https://doi.org/10.1186/s43058-021-00195-w)
17. Quach ED\*\*, Kazis LE, Zhao S, Ni P, Clark VA, McDannold SE, & **Hartmann CW**. Organizational readiness to change as a leverage point for improving safety: A national nursing home survey. *BMC Health Serv Res*. 2021;21(1):842. doi: <https://doi.org/10.1186/s12913-021-06772-y>
18. Pimentel CB\*\*, Clark V, Baughman AW, Berlowitz DR, Davila H, Mills WL, Mohr DC, Sullivan JL, **Hartmann CW**. Health Care Providers and the Public Reporting of Nursing



- Home Quality in the United States Department of Veterans Affairs: Protocol for a Mixed Methods Pilot Study. *JMIR Research Protocols*. 2021; 10(7):e23516. doi: [10.2196/23516](https://doi.org/10.2196/23516)
19. **Hartmann CW**, Engle RL, Pimentel CB, Mills WL, Clark VA, Keleher VC, Nash P, Ott C, Roland T, Sloup S, Frank B, Brady C, Snow AL. Virtual external implementation facilitation: Successful methods for remotely engaging groups in quality improvement. *Implement Sci Commun*. 2021;Jun 22;2(1):66. doi: [10.1186/s43058-021-00168-z](https://doi.org/10.1186/s43058-021-00168-z)
  20. Snow LS, Loup J, Morgan RO, Richards K, Parmelee P, Baier R, McCreedy E, Frank B, Brady C, Fry L, McCullough M, **Hartmann CW**. Enhancing Sleep Quality for Nursing Home Residents with Dementia: A Pragmatic Randomized Controlled Trial of an Evidence-Based Frontline Huddling Program. *BMC Geriatrics*. 2021;21(1):281. doi: [10.1186/s12877-021-02189-8](https://doi.org/10.1186/s12877-021-02189-8)
  21. Quach ED\*\*, Kazis LE, Zhao S, Ni P, Clark VA, McDannold SE, & **Hartmann CW**. Safety climate associated with adverse events in nursing homes: A national VA study. *JAMDA*. 2021; 22(2):388-392. doi: [10.1080/07317115.2020.1756550](https://doi.org/10.1080/07317115.2020.1756550)
  22. Pimentel CB\*\*, Snow AL, Carnes SL, Shah NR, Loup JR, Vallejo-Luces TM, Madrigal C, **Hartmann CW**. Huddles and Their Effectiveness at the Frontlines of Clinical Care: A Scoping Review. *J Gen Intern Med*. 2021; 36, 2772-2783. doi: [10.1007/s11606-021-06632-9](https://doi.org/10.1007/s11606-021-06632-9)
  23. Quach ED\*\*, Franzosa E, Moo LR, **Hartmann CW**. Clinician experiences delivering dementia caregiver support services during COVID-19. *Am J Geriatr Psychiatry*. 2021; 29(5):511-512. doi: [10.1016/j.jagp.2021.01.002](https://doi.org/10.1016/j.jagp.2021.01.002)
  24. Quach ED\*\*, Pimentel CB, **Hartmann CW**. Addressing inequity through "mentee-focused" mentorship. *J Gen Intern Med*. 2021; 36(6):1768-1770. doi: [10.1007/s11606-020-06148-8](https://doi.org/10.1007/s11606-020-06148-8)
  25. Quach ED\*\*, Kazis LE, Zhao S, McDannold S, Clark V, **Hartmann CW**. Relationship Between Work Experience and Safety Climate in VA Nursing Homes Nationwide. *Journal of Patient Safety*. 2021; 17(8):e1609-e1615. doi: [10.1097/PTS.0000000000000712](https://doi.org/10.1097/PTS.0000000000000712)
  26. Quach ED\*\*, Kazis LE, Zhao S, McDannold S, Clark V, **Hartmann CW**. Nursing home senior managers and direct care staff: Are there differences in their perceptions of safety climate? *Journal of Patient Safety*. 2021; 17(8):e1616-1621. doi: [10.1097/PTS.0000000000000569](https://doi.org/10.1097/PTS.0000000000000569)
  27. Pimentel CB\*\*, Mills WL, Snow AL, Palmer JA, Sullivan JL, Wewiorski NJ, **Hartmann CW**. Adapting Strategies for Optimal Intervention Implementation in Nursing Homes: A Formative Evaluation. *The Gerontologist*. 2020; 60(8):1555-1565. doi: [10.1093/geront/gnaa025](https://doi.org/10.1093/geront/gnaa025)
  28. Bell K, **Hartmann CW**, Baughman AW. A pharmacist-led pilot using a performance dashboard to improve psychotropic medication use in a skilled-nursing facility. *BMJ Open Quality*. 2020; 9:e000997. doi: [10.1136/bmjopen-2020-000997](https://doi.org/10.1136/bmjopen-2020-000997)
  29. Pimentel CB\*\*, Snow AL, Okyere D, Carnes SL, Loup JR, Vallejo-Luces TM, Sloup SN, **Hartmann CW**. Use of Huddles Among Frontline Staff in Clinical Settings: A Scoping Review Protocol. *JBISRIR-D-19-00026*. 2020; 18(1):146-153. doi: [10.11124/JBISRIR-D-19-00026](https://doi.org/10.11124/JBISRIR-D-19-00026)
  30. Mills WL, Pimentel CB, Snow AL, Allen RS, Wewiorski N, Palmer JA, Clark V, Roland TM, McDannold SE, **Hartmann CW**. Nursing Home Staff Perceptions of Barriers and Facilitators to Implementing a Quality Improvement Intervention. *JAMDA*. 2019;20(7):810-815. doi: [10.1016/j.jamda.2019.01.139](https://doi.org/10.1016/j.jamda.2019.01.139)
  31. Pimentel CB\*\*, Mills WL, Palmer JA, Dillon K, Sullivan JL, Wewiorski NJ, Snow AL, Allen RS, Hopkins SD, **Hartmann CW**. Blended facilitation as an effective implementation

- strategy for quality improvement and research in nursing homes. *Journal of Nursing Care Quality*. 2019; 34(3):210-216. doi: [10.1097/NCQ.0000000000000376](https://doi.org/10.1097/NCQ.0000000000000376)
32. **Hartmann CW**, Minor L, Snow AL. Development of a Program to Support VA Community Living Centers' Quality Improvement. *Federal Practitioner*. 2019; 36(5):228-231. PMID: [31138976](https://pubmed.ncbi.nlm.nih.gov/31138976/)
33. Jacobs ML\*\*, Snow AL, Allen RS, **Hartmann CW**, Dautovich N, & Parmelee P. Supporting autonomy in long-term care: Lessons from nursing assistants. *Geriatric Nursing*. 2019;40(2): 129-137. doi: [10.1016/j.gerinurse.2018.07.004](https://doi.org/10.1016/j.gerinurse.2018.07.004)
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68. Goldfarb N, Weston C, **Hartmann CW**, Sikirica M, Crawford A, He H, Howell J, Maio V, Clarke J, Nuthulaganti B, Cobb N. Impact of Appropriate Pharmaceutical Therapy for Chronic Conditions on Direct Medical Costs and Workplace Productivity: A Review of the Literature. *Disease Management*, 2004;7(1):61-75. doi: [10.1089/109350704322919005](https://doi.org/10.1089/109350704322919005)
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#### PUBLIC-FACING SCIENCE

Not-for-profit website: <https://writebetterproposals.org>

#### BOOKS

1. **Hartmann CW**. *Losing Sight, Gaining Vision: People Living with Glaucoma*. Nashville, TN: Vanderbilt University Press. Under contract (expected publication: 2025).
2. **Hartmann CW**. *Wild Card* (romantic suspense novel). Kailua, HI: Limitless Publishing. 2017. 300 pages.
3. **Hartmann CW**. *Paradise Wild* (romantic suspense novel). Kailua, HI: Limitless Publishing. 2016. 304 pages.
4. **Hartmann CW**. *Wild Within* (romantic suspense novel). Kailua, HI: Limitless Publishing. 2015. 272 pages.
5. **Hartmann CW**. *So Far Away: A Daughter's Memoir of Life, Loss, and Love*. Nashville, TN: Vanderbilt University Press. 2011. 224 pages. (For reviews of *So Far Away*, see, for example, [The Gerontologist](#) and [Journal of Women and Aging](#).)

#### BOOK CHAPTERS

1. **Hartmann CW**. Complexity and Opportunities in Caregiving: A Story of Holding on and Letting Go. In *Family Caregiving in the New Normal*. Gaugler JE, Kane R, eds. Waltham, MA: Academic Press. 2015.

2. Maio V, **Hartmann CW**. Employers Focus on Quality. In *The Quality Solution: The stakeholder's guide to improving health care*. Nash DB, Goldfarb, NI, eds. Sudbury, MA: Jones & Bartlett, 2006.

#### INVITED TALKS, WORKSHOPS, PANELS: NATIONAL AND INTERNATIONAL

1. December 2023: Invited speaker. Writing better proposals. VA GRECC National Advanced Fellows in Geriatrics Excellence in Education, Leadership, and Scholarship program, [Virtual meeting](#).
2. October 2023: Invited speaker. Partner priorities. Society of General Internal Medicine's Partnered Research training certificate program, [Virtual meeting](#).
3. March 2023: Invited participant. International Stakeholder Summit on COVID-Related Long-Term Care Research. Sponsored by Patient-Centered Outcomes Research Institute (PCORI) and the Institute for Patient- and Family-Centered Care (IPFCC). [Virtual meeting](#).
4. February 2023: Invited lecture. **Hartmann CW**. Improving your writing. VA Quality Scholars Program National Seminar, [Virtual meeting](#).
5. February 2023: Invited workshop. **Hartmann CW**. Writing Successful Proposals by Thinking out of the Box: Specific Aims Page as Movie Hook. VA HSR&D National Meeting, Baltimore, MD.
6. July 2022: Invited lecture. **Hartmann CW**. Strategies for composing a successful research proposal. Proposal Writing Workshop for Underrepresented VA Early Career Investigators, VA Office of Research and Development, [Virtual meeting](#).
7. February 2022: Invited lecture. **Hartmann CW**. Relationship-centered quality improvement: What it is and why you need it. QUERI Implementation Facilitation Learning Collaborative Call, [Virtual meeting](#).
8. May 2021: Invited lecture. **Hartmann CW**. Teamwork Training: What it is and why you need it. VISN 20, 21 & 22 Inaugural Patient Safety Forum. VA Desert Pacific Healthcare Network VISN 22, [Long Beach, CA](#).
9. February 2021: Invited lecture. Quach ED, Pimentel CB, **Hartmann CW**. Addressing inequity through "mentee-focused" mentorship. Center for Care Delivery and Outcomes Research, Minneapolis Veterans Affairs Healthcare System, [Minneapolis, MN](#).
10. December 2020: Invited lecture. Quach ED, Pimentel CB, **Hartmann CW**. Addressing inequity through "mentee-focused" mentorship. Department of Population and Quantitative Health Sciences, University of Massachusetts Medical School, [Worcester, MA](#).
11. December 2020: Invited lecture. **Hartmann CW** & Snow AL. Frontline staff "watch list" huddles for crisis management and quality improvement. IHI Forum 2020. [Virtual meeting due to COVID-19 pandemic](#).
12. August 2020: Invited workshop. Watch list huddles as a solution to resident isolation during COVID-19 pandemic. **Hartmann CW**, Snow AL, Brady C, Frank B. Pioneer Network National Conference. [Virtual meeting due to COVID-19 pandemic](#).
13. October 2019: Invited workshop. **Hartmann CW**, Tyler S, Snow AL. Maximizing Impact: Creating Videos to Improve Engagement in and Uptake and Dissemination of Research or Quality Improvement Initiatives. VA HSR&D 2019 National Meeting. [Washington, DC](#).
14. October 2019: Invited workshop. Gilmartin H, Snow AL, **Hartmann CW**. Using Relational Coordination to Improve Care: Theory Overview, Relational Coordination Survey Examples, and Practical Applications. VA HSR&D 2019 National Meeting. [Washington, DC](#).
15. October 2019: Invited lecture. Pimentel CB, Snow AL, Okyere D, Carnes SL, Loup JR, Vallejo-Luces TM, Sloup SN, **Hartmann CW**. Toward understanding the use of huddles

- among frontline staff in clinical settings: A scoping review. American Nurses Credentialing Center (ANCC) Research Symposium at the ANCC National Magnet Conference, Orlando, FL.
16. October 2019: Quality and safety grand rounds. **Hartmann CW**. Huddles, patient safety, and plastic bags: Journey of a learning health system. Brigham and Women's Hospital, Boston, MA.
  17. September 2019: Invited webinar. Snow AL and Hartmann CW. Watch-list huddling: A high-engagement proactive quality practice for Hot topics: Culture change in action webinars. Pioneer Network national webinar.
  18. September 2019: Invited lecture. **Hartmann CW**. Making a difference through implementation science: The story of a national program. University of Washington Department of Health Services, Seattle, WA.
  19. July 2019: Invited lecture and series of faculty meetings. **Hartmann CW**. Changing organizational culture in care homes—improving Veterans' care in the USA. Northumbria University, Newcastle, England, UK.
  20. May 2019: Invited lecture. **Hartmann CW**. Invited lecture. To boldly go\* where no one has gone before (\*with the LOCK quality improvement framework). Providence VA Medical Center, Providence, RI.
  21. May 2018: Grand rounds. **Hartmann CW**. How to facilitate change: Why a strengths-based approach works. Bedford VA Medical Center, Bedford, MA.
  22. May 2017: Invited lecture. **Hartmann CW**. Quality improvement and research: how to build on existing strengths. Brown University Health Services Research Speaker Seminar Series, Department of Health Services, Policy and Practice, School of Public Health, Brown University, Providence, RI.
  23. August 2016: Invited 3.5-hour workshop. **Hartmann CW**, Snow AL. We're All in This Together: Multiple Stakeholder Insights on Integrating Quality Improvement in a Large System. Pioneer Network National Conference. New Orleans, LA.
  24. August 2015: Invited 6.5-hour workshop. **Hartmann CW**, Snow AL. Discover and spread the bright spots: Using structured observational measurement tools for improving relationship and engagement. Pioneer Network National Conference. Chicago, IL.
  25. 2013: Hartmann CW. Invited talk. How to improve your writing (2 hours). Northeastern University, Department of Psychology. Boston, MA.
  26. October 2012: Grand rounds. **Hartmann CW**. Is this a home, or is this a hospital? Cultural transformation in CLCs. Bedford VA Medical Center, Bedford, MA.
  27. August 2012: Invited workshop. Zimmerman S, Saliba D, Cohen L, Miller S, **Hartmann CW**, Sloane P, Elliot A, Bowers B, Snow AL, Roberts T. What we're learning about culture change. Pioneer Network National Conference. Jacksonville, FL.
  28. August 2011: Invited workshop. **Hartmann CW**, Snow AL. Measuring progress in cultural transformation. Pioneer Network National Conference. Saint Charles, MO.

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**Abstracts (\*\* DENOTES 1ST AUTHOR MENTEE)**

- Davila H, Mills W, Clark V, **Hartmann CW**, Sullivan J, Mohr D, Berlowitz D, Baughman A, Pimentel C. Quality improvement activities in VA community living centers increased following public reporting of performance information. Gerontological Society of America Annual Meeting. November 2022
- Davila H, Mills W, Clark V, **Hartmann CW**, Sullivan J, Mohr D, Berlowitz D, Baughman A, Pimentel C. Quality improvement activities in VA community living centers increased following public reporting of performance information. AcademyHealth Annual Research Meeting, June 2022.
- Snow AL, Clark V, Zhao S, Engle R, Ott C, Nash., Minor L, & Hartmann CW. Whole team whole person high-involvement quality improvement training for VA Community Living Center (CLC) leaders. Gerontological Society of America Annual Meeting. November 2021.
- **Hartmann CW**, Engle RE, Pimentel CB, Mills WL, Clark VA, Keleher VC, Nash P, Ott C, Roland T, Sloup S, Frank B, Brady C, Snow AL. Using virtual methods for external implementation facilitation to successfully engage diverse stakeholders in dissemination and implementation. Conference on the Science of Dissemination and Implementation in Health, December 2021.
- Loup JR, Smith K, Wehry S, Sloup S, Keleher J, Nash P, Hartmann CW, & Snow AL. Distress Behavior Conversations: Supporting Whole Person Whole Team Responses in VA Community Living Centers. Gerontological Society of America Annual Meeting. November 2021.
- Davila H, Mills W, Clark V, **Hartmann CW**, Sullivan J, Mohr D, Berlowitz D, Baughman A, Pimentel C. Quality improvement activities in VA community living centers increased following public reporting of performance information. Gerontological Society of America Annual Meeting. November 2021.
- Davila H, Mills W, Clark V, **Hartmann CW**, Sullivan J, Mohr D, Berlowitz D, Baughman A, Pimentel C. Quality improvement activities in VA community living centers increased following public reporting of performance information. AcademyHealth Annual Research Meeting. June 2021.
- **Hartmann CW**, Dollar KA, Bartels S. Panel on “Virtual Implementation Facilitation: Strategies for Successful Application” at Conference on the Science of Dissemination and Implementation in Health, December 2020. This was [highlighted](#) in AcademyHealth’s Implementation Science Blog Series in 2021.
- Quach ED\*\*, Kazis LE, Zhao S, Ni P, Clark VA, McDannold SE, **Hartmann CW**. Safety Climate Associated With Adverse Events In Nursing Homes: A National VA Study. AcademyHealth Annual Research Meeting. June 2020.
- Quach E\*\*, Kazis L, Zhao S, McDannold S, Clark V, **Hartmann CW**. Safety Climate in Nursing Homes: Are Senior Managers in Agreement with Direct Care Staff? Gerontological Society of America Annual Scientific Meeting, November 2019.

- **Hartmann CW**, Quach E, Zhao S, Clark V, McDannold S, Ni P, Kazis L. Organizational Readiness to Change and Nursing Home Safety: Results from a National Survey. Gerontological Society of America Annual Scientific Meeting, November 2019.
- **Hartmann CW**, Quach E, Zhao S, Clark V, McDannold S, Ni P, Kazis L. Organizational Readiness to Change As a Potential Leverage Point for Improving Safety Climate: Results from a National Nursing Home Survey. AcademyHealth Annual Research Meeting. June 2019.
- Pimentel CB\*\*, **Hartmann CW**, Okyere D, Carnes SL, Loup JR, Vallejo-Luces TM, Sloup SN, Snow AL. Towards understanding the use of huddles among frontline staff in clinical settings: A scoping review. AcademyHealth Annual Research Meeting. June 2019.
- Pimentel CB\*\*, Snow AL, Zhao S, **Hartmann CW**. Relationship between strengths-based quality improvement and staff psychological safety, engagement, and satisfaction in nursing homes. AcademyHealth Annual Research Meeting. June 2019.
- Bolton RE, Houston A, Clark V, Nash P, **Hartmann CW**, Snow AL. Achieving resident-centered care through teamwork in high performing VA nursing homes. AcademyHealth Annual Research Meeting. June 2019.
- Engle R, Gillespie C, Clark V, McDannold S, **Hartmann CW**. Striving for Improved Resident Safety: A Snapshot of VA Community Living Centers. AcademyHealth Annual Research Meeting. June 2019.
- Snow AL, Clark V, Zhao S, Nash P, Allen RS, Bolton R, **Hartmann CW**. Characterizing Staff Interactions in a Sample of High Performing Nursing Homes. Gerontological Society of America Annual Scientific Meeting, November 2018.
- **Hartmann CW**, Mills WL, Pimentel CB, Palmer JA, Allen RS, Zhao S, Wewiorski NJ, Sullivan JL, Dillon K, Clark V, Berlowitz DR, Snow AL. Enhancing Staff-Resident Interactions Through a Frontline Staff Quality Improvement Intervention. Gerontological Society of America Annual Scientific Meeting, November 2018.
- Strong JV\*\*, Plys E, **Hartmann CW**, McCullough M. Implementation of a Mental Health and Music Group in Subacute Rehabilitation. Gerontological Society of America Annual Scientific Meeting, November 2018.
- Quach ED\*\*, Zhao S, Kazis LE, Clark V, McDannold SE, **Hartmann CW**. Relationship Between Job Tenure and Safety Climate in VA Nursing Homes Nationwide. Gerontological Society of America Annual Scientific Meeting, November 2018.
- Mills WL\*\*, **Hartmann CW**, Pimentel CB, Snow AL. How to Build a Culture of Quality Improvement Focused on the Positive. Pioneer Network Annual Conference. August 2018.
- **Hartmann CW**, Mills WL, Pimentel CB, Palmer JA, Allen RS, Zhao S, Wewiorski NJ, Berlowitz D, Snow AL. Impact of Evidence-Based Blended-Facilitation Intervention to Improve Nursing Home Resident-Staff Interactions and Resident Engagement. AcademyHealth Annual Research Meeting. June 2018.
- **Hartmann CW**, Quach E, Zhao S, McDannold S, Clark V, Kazis L. Is safety climate in VA nursing homes related to the affiliated hospital's patient mix and program complexity? AcademyHealth Annual Research Meeting. June 2018.
- **Hartmann CW**, Quach E, Zhao S, McDannold S, Clark V, Kazis L. Safety Climate in VA Nursing Homes Nationally: Are Senior Managers in Agreement with those Providing Resident Clinical Care? AcademyHealth Annual Research Meeting. June 2018.
- Hilgeman MM\*\*, Keleher V, Snow AL, **Hartmann CW**, Collins A, & Camp C. Adapting Montessori Approaches for use with Veterans in Community Living Centers: A Pre-Implementation Study. In Gould C & Beaudreau S, (Chairs), Veteran Mental Health and Functioning: Lifespan Perspectives and Evidence Based Approaches. 126th Annual



Convention of the American Psychological Association in San Francisco, CA. August 2018.

- Mills WL\*\*, Pimentel CB, Palmer JA, Snow AL, Wewiorski NJ, Allen RS, **Hartmann CW**. Blended Formative Evaluation of a New Theory-Driven Framework to Guide Quality Improvement in Community Living Centers. VA HSR&D/QUERI National Meeting. July 2017.
- Pimentel CB\*\*, Mills WL, Snow AL, Allen RS, Wewiorski NJ, Hopkins SD, **Hartmann CW**. Blended Facilitation to Support Implementation Efforts in VHA Community Living Centers. VA HSR&D/QUERI National Meeting. July 2017.
- Mills WL\*\*, Pimentel CB, Palmer JA, Snow AL, Wewiorski NJ, Allen RS, **Hartmann CW**. Development of a Theory-Driven Framework to Guide Quality Improvement Efforts in Nursing Homes: The Lock Model. AcademyHealth Annual Research Meeting. June 2017.
- **Hartmann CW**, Minor L, Terkildsen S, Barber J, Shaughnessy M, Snow AL. All Together Now: Multiple Stakeholder Insights on Integrating Quality Improvement in a Large System. International Association of Gerontology and Geriatrics 2017 World Congress. July 2017.
- Palmer JA\*\*, Parker, VA, Snow AL, Berlowitz D, **Hartmann CW**. Resident Choice: Nursing Home Staff Perspectives on Challenges and Resolutions. International Association of Gerontology and Geriatrics 2017 World Congress. July 2017.
- Pimentel CB\*\*, Mills WL, Snow AL, Wewiorski N, Palmer JA, Allen RS, **Hartmann CW**. Theory-Based Formative Evaluation of an Innovative Nursing Home Quality Improvement Intervention. Gerontological Society of America Annual Scientific Meeting, November 2016.
- Bolton R, Mueller N, Holmes SK, **Hartmann CW**, Rose AJ, VanDeusen Lukas C, Bokhour B. Conflating Patient-Centered Care with Good Customer Service: Results from a Qualitative Study of the VA Healthcare System. AcademyHealth Annual Research Meeting. June 2016.
- Helfrich C, **Hartmann CW**, Rose AJ, Winchester D, Zeliadt S, Majerczyk B, Au D. A Conceptual Framework for Developing De-Implementation Strategies Based on Un-Learning and Substitution. AcademyHealth Annual Research Meeting. June 2016.
- Pimentel CB\*\*, Snow L, Palmer JA, Allen RS, Wewiorski N, Hopkins S, **Hartmann CW**. Facilitation As an Effective Implementation Strategy for Quality Improvement Efforts in Nursing Homes. AcademyHealth Annual Research Meeting. June 2016.
- **Hartmann CW**, Wewiorski N, Palmer JA, Hilgeman M, Halli A, Jacobs L, Parmelee P, Snow L. Quantifying Nursing Home Person-Centered Care: Development of a New Systematic Observation Tool of Resident and Staff Engagement and Relationship. AcademyHealth Annual Research Meeting. June 2016.
- Snow AL, Frank B, Brady C, Johnson J, Gills C, Hilgeman M, **Hartmann CW**. Building a Positive Chain of Relational Leadership to Improve Person-Centered Care: A Case Study. Gerontological Society of America Annual Scientific Meeting, November 2015.
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