

**Ardene Robinson Vollman, PhD RN CCHN(C)**

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**Career Summary**

2003 – Present: Health and Evaluation Consultant; Robinson Vollman, Inc.  
Adjunct Associate Professor, University of Calgary, Faculty of Medicine, Department  
of Community Health Sciences.

2014 – 2016: Interim Scientific Director, Primary Health Care Strategic Clinical Network,  
Alberta Health Services. 2014 – 2016.

2013 – 2014: Stanley Knowles Distinguished Visiting Professor, Brandon University, Faculty of  
Health Studies.

2004 – 2008: Public Health Initiatives at the University of Calgary, working with the  
President's Advisors on Health and Wellness, University of Calgary, reporting to the Provost.  
The outcome of this work was the formation of "Institute 7", now the O'Brien Institute for  
Public Health at the University of Calgary.

1995 – 2001: Employed by the University of Calgary as Associate Professor, Faculty of Nursing  
(tenured) and Adjunct Assistant Professor, Department of Community Health Sciences,  
Faculty of Medicine. Founding Director of the Community Health Nursing Unit (Faculty of  
Nursing) and Chair of the University of Calgary Health Promotion Research Group.

Past member of three strategic University committees: Budget Committee, Planning  
Committee, and General Faculties Council.

Joint appointment to the former Headwaters Health Authority, High River, Alberta.

Past President, Alberta Public Health Association. Associate Editor (Book Reviews), Canadian  
Journal of Public Health.

Formerly Director of Public Health Nursing, Mount View Health Unit, Calgary, until the  
province regionalized and integrated its health services.

Consultant to government, professional groups, and health service agencies in three  
provinces and nationally.

Prior to moving to Alberta in 1991 I was a senior manager at a Quebec Community College (Cégep) which I integrated with the pursuit of graduate education and volunteer activities in health care organizations in Ontario.

## **Education**

Canadian Nurses Association **Certificate in Community Health Nursing**. 2014

Final Degree: **Ph.D.** 1990

University of Ottawa, Faculty of Educational Studies (Curriculum & Administration)

Thesis title: The clinical instructor of nursing and the learning environment: A qualitative study

Master's Degree: **M.A.** 1985

University of Ottawa, Faculty of Educational Studies (Research and Evaluation)

Thesis title: Student task relevant maturity level and instructor leadership style as factors of perceived effectiveness of clinical instruction in nursing education: A test of Situational Leadership Theory.

Baccalaureate Degree: **B.Sc.N.** 1978 (Administration and Public Health)

University of Saskatchewan, Faculty of Medicine, School of Nursing

## **Professional Experience and Selected Achievements**

- **2015 – 2016: Chair, Canadian Public Health Association**
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- **2013 – 2014: Chair-Elect, Board of Directors, Canadian Public Health Association**
- **2011 – 2012: Member, Board of Directors, Canadian Public Health Association**
- **2001 – 2004: Science Advisory Board, Health Canada**

This Board provides independent advice to the Minister of Health on how best to position the scientific, technical and policy aspects of programs now and in the future. Appointed for up to three years, the members are from diverse backgrounds and are recognized experts in their fields.

- **1995 – 2001: University of Calgary, Faculty of Nursing, Associate Professor**

I taught theory and clinical practice in community nursing in three years of the undergraduate program, always taking a leadership role as course coordinator. I supervise Master's students (thesis and course-based) and Doctoral students and teach a graduate level course in community nursing.

Appointed as an adjunct faculty member to Community Health Sciences in 1992, I also teach health promotion and supervise Master's and Doctoral students while also serving on thesis and examining committees in this and other faculties.

Funded research activities include investigation of teaching in the community setting, history of public health nursing, pre-term labour, decision making about immunization, and tuberculosis in the aboriginal population. Evaluation research in the area of community health programs, workplace wellness, effectiveness of health promotion strategies, and population health status as well as several systematic literature reviews (e.g., outcomes, indicators) have also been conducted on a contract basis.

Service to the University 1998-2001: General Faculties Council, University Planning Committee, University Budget Committee.

Community service activities include: Board of Certification, Canadian Institute of Public Health Inspection (CIPHI); President of the Alberta Public Health Association; joint appointment to Headwaters Health Authority; accreditation of the after degree environmental health program at Concordia University College, Edmonton; health consultant to the Provincial Auditor, Saskatchewan; program evaluator for CRHA and Health Canada, among others.

- **1991 – 1994: Mount View Health Unit, Director of Public Health Nursing**

Responsible for the management of some 25 staff in the Public Health, Communicable Disease Control, Sexual and Reproductive Health, and Hereditary Diseases Programs serving a geographic area of 6,000 square miles and a predominantly rural population of 76,000. In this position, I reported directly to the Chief Executive Officer, was a member of the Senior Management Team, and collaborated closely on projects with Community Nutrition, Home Care, Speech-Language, Dental and Environmental Health Programs to deliver effective and cost-efficient services to the community. I also served on several key committees and working groups and managed a budget of \$0.5 million.

In this position I was able to foster an environment conducive to change where creativity and innovation were encouraged, rewarded and recognized. There were many challenges as I tried to be a change agent in this position: influencing the culture and dynamics of the nursing service; fostering autonomy and accountability among professionals in the department; and dealing with conflicting value sets and practice modalities.

During regionalization I was involved with community needs assessment activities in Calgary, Mount View and Red Deer Health Units, and consulted to several others.

- **1990 – 1991: Cégep Heritage College, Associate Academic Dean**

Responsible for planning, organizing, directing, monitoring and evaluating the resources and programs directly related to the academic affairs of the College. Also responsible for providing leadership in the areas of academic planning, recruitment, curriculum, and faculty development. The Associate Academic Dean was responsible for 13 departments in both career and pre-university streams, 770 full time students, approximately 90 faculty and \$6 million in capital and operating budgets.

### **Prior employment**

- **1981 – 1990: Cégep Heritage College, Hull QC**

Appointed in 1981 as a professor and taught fundamentals of nursing, paediatric nursing, and surgical nursing, becoming head of the Nursing Department in 1988.

- **1985 – 1990: Other positions.**

Teaching appointment at the University of Ottawa, Faculties of Nursing and Educational Studies; lecturer at Université de Sherbrooke, Performa Program; guest lecturing and consulting to non-governmental agencies, Ontario Public School Teachers' Federation, and Revenue Canada Taxation Centre for Career Development.

- **1970 – 1980: Professional positions.**

Progressive health care experience in Calgary (staff nurse) and Ottawa (community work; clinical education).

### **Professional Memberships (current)**

College and Association of Registered Nurses of Alberta  
Community Health Nurses of Alberta  
Alberta Public Health Association (honorary life member)  
Community Health Nurses of Canada  
Canadian Public Health Association  
American Public Health Association

### **Professional Memberships (inactive)**

Canadian Association of Teachers in Community Health  
American Public Health Association  
Association of Community Health Nursing Educators  
Community Campus Partnerships for Health  
Society for Public Health and Education  
International Union of Health Promotion and Education

## Publication Record (peer reviewed)

Vollman, A.R. (1991). Duty, loyalty and care: Conflict of interest guidelines. Registered Nurse, February-March, 14-16.

White, K., Vollman, A.R., & Ritchie, A. (1993). Meningococcal disease and death in rural Alberta. CJPH, 83(2), 141-2.

Vollman, A.R. & Hettler, J. (1997). "I'm too young!" Partners in Parenting: Focus on young fathers. Pro-Teen, 6(4), 10-14.

Vollman, A.R. & Thompson Isherwood, R. (1999). Partnership in collaborative nursing education: Modelling public health nursing practice in community development and instruction. In the American Association of Community Health Nursing Education Spring Institute Papers, pp. 667-73; Pensacola FL: Puetz Press.

Patten, S., Vollman, A.R., & Thurston, W.E. (2000). The Utility of the Transtheoretical Model of Behaviour Change for HIV Risk Reduction in Injection Drug Users. Journal of the Association of Nurses in AIDS Care, 11(1), 57-66.

Russell, M.L., Patten, S.B., Maxwell, C.J., Thurston, W.E., Casebeer, A.L., Vollman, A.R., & Verhoef, M.J. (2000). Depression and the use of alternate therapy providers in rural Alberta. Canadian Journal of Clinical Pharmacology, 7(1), 69.

Thurston, W.E., Vollman, A.R., & Burgess, M.M. (2003). Ethical Review of Health Promotion Program Evaluation Proposals. Health Promotion Practice, 4(1): 45-50

Racher, F., & Vollman, A. R. (2002). Exploring the dimensions of access to health services: Implications for nursing research and practice. Research and Theory for Nursing Practice: An International Journal, 16(2); 77-90.

Racher, F. E., Vollman, A.R., and Annis, R.C. (2004). Conceptualizations of "Rural:" Challenges and Implications for Nursing Research. Online Journal of Rural Nursing and Health Care, 4(2) [Online]. Available: [http://www.rno.org/journal/issues/Vol-4/issue-2/Racher\\_article.htm](http://www.rno.org/journal/issues/Vol-4/issue-2/Racher_article.htm).

Thurston, W.E., Blundel-Gosselin, H.J., Robinson Vollman, A. (2003). Health concerns of male and female farmers: Implications for health promotion planning. Canadian Journal of Rural Medicine, 8(4):239-246.

Thurston, W.E., Vollman, A.R., Wilson, D.R., MacKean, G., Felix, R., and Wright, M-F. (2003). Development and testing of a framework for assessing the effectiveness of health promotion. Social and Preventive Medicine, 48(5), 301 - 316.

Pierrynowski-Gallant, D.M. & Robinson Vollman, A. (2004). Influenza vaccination choices. Canadian Nurse, 100(2), 16-21.

Moffitt, P.M. & Vollman, A.R. (2004). Photovoice: Picturing the Health of Aboriginal Women in a Remote Northern Community. Canadian Journal of Nursing Research, 36(4):189-202.

Thurston, W.E., MacKean, G., Vollman, A., Casebeer, A., Weber, M., Maloff, B. & Bader, J. (2005). Public participation in regional health policy: A theoretical framework. Health Policy, 73(3): 237-252.

Thurston, W.E., Rutherford, E., Meadows, L.M. & Vollman, A.R. (2005). The role of the media in public participation: Framing and leading? Women & Health, 41(4): 101-122.

Martin-Misener, R., Vollman, A.R., & Thurston, W.E. (submitted for publication). An analysis of focus group use in nursing research and reflections on future directions. Journal of Advanced Nursing.

Thurston, W.E., Vollman, A.R. Meadows, L.M. & Rutherford, E. (2005). Public participation for women's health: Strange bedfellows or partners in a cause? Health Care for Women International, 26(5): 398-421.

Martin Misener, R., Thurston, W.E., & Vollman, A. R. (submitted). Gender, Devolved Health Authorities and Health Promotion. Social Politics: International Studies in Gender, State and Society.

Patten, S., Robinson Vollman, A., Manning, S.D., Mucenski, M., Vidakovich, J., & Davies, H.O. (2006). Vaccination for Group B Streptococcus during pregnancy: Attitudes and concerns of women and health care providers Social Science and Medicine 63, 347-358.

Moffitt, P. & Vollman, A.R. (2006). At what cost to health? Tlcho women's medical travel for childbirth. Contemporary Nurse, 22(5), 228-239.

Meadows, L.M., Mrkonjic, L., Healey, G., Thurston, W.E., & Vollman, A.R. (2007). Indigenous Women as Resources in 21<sup>st</sup> Century Health Promotion and Education. 19<sup>th</sup> IUHPE World Conference on Health Promotion and Health Education – Health Promotion Comes of Age: Research, Policy & Practice for the 21<sup>st</sup> Century, Vancouver, 2007.

Russell, M.L., Robinson-Vollman, A., & Strudsholm, T. (2007). Concurrent pursuit of degrees and courses during community medicine residency: challenges, policies and procedures. Clinical and Investigative Medicine; 30(4):S64-5.

Oelke, N.D. & Vollman, A.R. (2007). "Inside and Outside": Sikh Women's Perspectives on Cervical Cancer Screening. CJNR (Canadian Journal of Nursing Research), 39(1); 174-189.

Groft, J.N. & Vollman, A.R. (2007) Seeking serenity: Living with HIV/AIDS in rural Western Canada. Journal of Rural and Remote Health 7:667 online: <http://www.rrh.org.au>.

Potestio, M.L., McLaren, L., Robinson Vollman, A., Doyle-Baker, P.K. (2008). Childhood obesity: perceptions held by the public in Calgary, Canada. Canadian Journal of Public Health; 99:86-90.

Vollman, A.R. & Wood, R.M. (2009). Scaling by dental assistants: Alberta's pilot project. Journal of the Canadian Dental Association, 75(9), 647-648.

Pierrynowski Gallant, D., Robinson Vollman, A. & Sethi, S. (2009, Spring). Influenza Vaccination by Registered Nurses: A Personal Decision. Canadian Journal of Infection Control, 24(1), 18-26.

Martin-Misener, R., Reilly, S.M., & Robinson Vollman, A. (2010). Defining the role of primary health care nurse practitioners in Nova Scotia. Canadian Journal of Nursing Research, 42(2), 30-47.

Sawford K., Vollman A.R., & Stephen, S. (2012). A focused ethnographic study of Sri Lankan government field veterinarians' decision making about diagnostic laboratory submissions and perceptions of surveillance. PloS One. October 25, 2012; 7(10):e48035. doi: 10.1371/journal.pone.0048035.

Sawford K., Vollman A.R., & Stephen, S. (2012). A focused ethnographic study of Alberta cattle veterinarians' decision making about diagnostic laboratory submissions and perceptions of surveillance. PloS One. May 31, 2013; 8(5):e64811. doi: 0.1371/journal.pone.0064811.

Mawji, A., Vollman, A.R., Fung, T., Hatfield, J., McNeil, D.A., Sauvé, R. (2014). Risk factors for positional plagiocephaly and appropriate timeframes for prevention messaging. Pediatrics and Child Health, 132(2), 298-304.

Mawji, A., Vollman, A.R., Fung, T., Hatfield, J., McNeil, D.A., Sauvé, R. (2013). The incidence of positional plagiocephaly: A cohort study. Pediatrics, 19, 132(2), 298-304.

Jones, C.A., Nanji, A., Mawani, S., Davachi, S., Ross, L. Robinson Vollman, A., Aggarwal, S., King-Shier, K., & Campbell, N. (2013). Feasibility of community-based screening for cardiovascular disease risk in an ethnic community: The South Asian Cardiovascular Health Assessment and Management Program (SA-CHAMP). Published on-line 21 February 2013; BMC Public Health 13:160. Doi: 10.1186/1471-2458-13-160. <http://www.biomedcentral.com/1471-2458/13/160>

Fownes Grant, L., Vollman, A.R., & Thurston, W.E. (submitted). Exploring the sexual health activities of service industry workers in Alberta's mountain park resort communities. Canadian Journal of Human Sexuality.

Strudsholm, T., Meadows, L., Vollman, A.R., Thurston, W.E., & Henderson, R. (2016). Using multiple methods to facilitate complex, multiphase health research. International Journal of Qualitative Methods, 1-11). Doi: 10.1177/1609406915624579

## ii) Chapters/Textbooks

Vollman, A.R. & Hartin-Avon, H. (1994). Performance Appraisal. In Hibberd, J. and Kyle, M. (Eds.) Nursing Management in Canada, WBSaunders: Toronto

Vollman, A.R. & Tenove, S.C. (1997). The Canadian Health Care System. In Potter and Perry (Eds.) Fundamentals of Nursing: A Canadian Perspective, Mosby-Year Book: St. Louis.

Vollman, A. (1998). Recruiting, selecting and developing staff. In Hibberd, J.M. and Smith, D.L. (Eds.) Nursing Management in Canada, 2nd Edition, WBSaunders: Toronto.

Vollman, A.R. & Tenove, S.C. (2001). The Canadian Health Care System. In Ross Kerr and Wood (Canadian Eds.) Canadian Fundamentals of Nursing, Mosby-Year Book: St. Louis.

Robinson Vollman, A. (2003). Community-based nursing. In Kozier, Erb, Berman, Burke, Bouchal, & Hirst, Eds. Fundamentals of Nursing: The nature of nursing in Canada. Prentice-Hall Inc: Upper Saddle River, NJ; pp. 264-278.

Vollman, A.R., Anderson, E. T., McFarlane, J. (2004). Canadian Community as Partner: Theory and Practice. Lippincott Williams & Wilkins: Philadelphia, PA.

Vollman, A.R. (2005). The Canadian Health Care Delivery System. In Ross Kerr and Wood (Canadian Eds.) Canadian Fundamentals of Nursing, Chapter 2, pp18-33. Mosby-Year Book: St. Louis.

Cummings, G., McLennan, M., & Vollman, A. R. (2006). Developing human resources in health agencies. In J. M. Hibberd & D. L. Smith (Eds.). Nursing leadership and management in Canada (3rd. ed., pp. 605-623). Toronto, ON: Elsevier Canada.

Vollman, A.R., Anderson, E. T., McFarlane, J. (2007). Canadian Community as Partner: Theory and Multidisciplinary Practice. Lippincott Williams & Wilkins: Philadelphia, PA.

Vollman, A.R., Anderson, E. T., McFarlane, J. (2011). Canadian Community as Partner: Theory and Multidisciplinary Practice. Lippincott Williams & Wilkins: Philadelphia, PA.



Meadows, L.M. & Vollman, A.R. (2016). Evaluating qualitative health research from inside and outside. In Olson, K., Young, R.A, & Schultz, I.Z. (Eds.) Handbook of Qualitative Health Research for Evidence-Based Practice. Springer: New York.

### iii) Reports

Vollman, A.R. & Orr, S. (1994). Report of the AARN-CFPC(AC) Liaison Committee on *Duplication of Services by Family Physicians and Registered Nurses in Alberta*. Edmonton: Alberta Association of Registered Nurses. Submitted to the AARN Provincial Council and the Alberta Chapter CFPC.

Thurston, W.E., Vollman, A.R. & Meyers, G. (1998). *Moving from blaming to partnering: A Report on the North of McKnight Initiative*. Prepared for the United Way of Calgary, Alberta.

Vollman, A.R., Thurston, W.E. & Anderson, D. (1999). *An evaluability assessment of the CRHA Workplace Wellness Program*. Prepared for the CRHA, Calgary, Alberta.

Thurston, W.E., Wilson, D.R., Felix, R., MacKean, G.R., Wright, M.F., et al., (with special acknowledgement to A. R. Vollman) (1998). *A review of the effectiveness of health promotion strategies in Alberta*. A report of the Alberta Consortium for Health Promotion and Education for Alberta Health, Edmonton, Alberta.

Russell, M.L., Patten, S., Vollman, A.R., Casebeer, A. Thurston, W.E., & Maxwell, C. (1999). *Client satisfaction, health status, service utilization, and health behaviours survey*. Report prepared for Headwaters Health Authority, Communications and Strategies; Canmore, Alberta.

Thurston, W.E., Vollman, A.R., Meadows, L.M., Tutty, L., MacMillan, S., Horne, T. (1999). *The essential components of a health promotion model applied to school-based injury and tobacco prevention programs*. Report prepared for the Calgary Regional Health Authority, Population Health; Calgary, Alberta.

Vollman, A.R. (2001). *Nobody's Perfect: A review*. Report prepared for Health Canada, Childhood and Youth Division, PHHB, Ottawa, ON.

Robinson Vollman, A. (2003). *Supportive environments for health: A comprehensive literature review*. Prepared for Health Promotion and Disease Prevention, Supportive Environments Strategy, Calgary Health Region.

Meadows, L.M., Thurston, W.E., & Vollman, A.R. (2003). *Women's health in Alberta: An environmental scan*. Final report to Women's Health Bureau, Health Canada, Ottawa ON.

Robinson Vollman, A. (2004). *Comprehensive and integrated reproductive and perinatal care to HIV Positive Women*. Final Report of health Innovation Fund Project #79. Final report prepared for Alberta Health and Wellness.

Robinson Vollman, A. (2004). *Interactive Teacher Sexual Health Education Website*. Final Report of Health Innovation Fund Project #312 for Alberta Health and Wellness.

Robinson Vollman, A. (2004). *Multidisciplinary Primary Care Teams in the Calgary Health Region for the Prevention and Management of Four Target Chronic Diseases: Hypertension, Dyslipidemia, Diabetes, and Osteoarthritis*. Final Report of Health Innovation Fund Project #307 for Alberta Health and Wellness.

Robinson Vollman, A. (2004). *Evaluating the effectiveness of health promotion and disease prevention activities – from assessment to final report*. Prepared for Healthy Living, Calgary Health Region. Calgary AB

Robinson Vollman, A. & Potestio, M. (2004). **An assessment of six Calgary communities**. Prepared for Supportive Environments for Health Strategy, Healthy Living, Calgary Health Region. Calgary AB

Robinson Vollman, A. & Martin Misener, R. (2005). *Report of a Colloquium of Nurse Practitioner Practice in Canada*. Prepared for the Canadian Nurse Practitioners Initiative, Canadian Nurses Association, Ottawa, ON.

Robinson Vollman, A. & Martin Misener, R. (2005). *A framework for Nurse Practitioner Practice in Canada*. Prepared for the Canadian Nurse Practitioners Initiative, Canadian Nurses Association, Ottawa, ON.

Robinson Vollman, A. & Martin Misener, R. (2005). *A single-stream approach for entry into nurse practitioner practice in Canada*. Prepared for the Canadian Nurse Practitioners Initiative, Canadian Nurses Association, Ottawa, ON.

Vollman, A.R. & Martin Misener, R. (2005). *Being and working as a nurse practitioner in Canada: Stories from the field*. Prepared for the Canadian Nurse Practitioner Initiative. Ottawa, ON

Robinson Vollman, A. & Martin Misener, R. (2005). *"Specialist" as a protected title in nursing practice: A comprehensive literature review and report of stakeholder consultations*. Prepared for Alberta Association of Registered Nurses (AARN) and College and Association of Registered Nurses of Alberta (CARNA). Edmonton, AB.

Meadows, L.M., Thurston, W.E., Vollman, A.R. (2005). *Alberta Women's Health: Identifying and Prioritizing the Agenda through Practice, Research and Community Consultations*.

Report to Health Canada's Alberta/NWT Region and Women's Health Bureau, Government of Canada. Calgary, AB: Women's Health Research Group, University of Calgary. March/Revised August.

Meadows, L.M., Thurston, W.E., Vollman, A.R (2005). *Alberta Women's Health: Researchers' Roundtable Summary Report*. Report to Health Canada's Alberta/NWT Region and Women's Health Bureau, Government of Canada. Calgary, AB: Women's Health Research Group, University of Calgary.

Meadows, L.M., Thurston, W.E., Vollman, A.R. (2005). *Update – Women's Health in Alberta: An Environmental Scan*. Report to Women's Health Bureau, Government of Canada Women's Health Research Group, and University of Calgary.

Vollman, A.R. (2005). *An assessment of the perceptions of physicians about a newly developed evidence-based maternal health self-screening tool and the supports/resources required to implement it in physicians' offices*. Report to the Southern Alberta Child and Youth Health Network. Calgary, AB

Vollman, A.R. (2005). *An assessment of the perceptions of pregnant women regarding a newly developed evidence-based maternal health self-screening tool*. Report to the Southern Alberta Child and Youth Health Network. Calgary, AB.

Vollman, A.R. & Strudsholm, T. (2006). *Wellness Options for Banff Mineral Springs Hospital*. Report to the Banff Mineral Springs Hospital. Banff, AB.

Vollman, A.R. (2006). *Preventive Dentistry Module Pilot Test Evaluation*. Report prepared for the SAIT Polytechnic. Calgary, AB

Vollman, A.R. (2006). *Field test of a maternal health self-screening tool for pregnant women in Alberta*. Report prepared for the Southern Alberta Child and Youth Health Network. Calgary, AB.

Vollman, A.R. (2007). *Canadian Medical Residency Education policies and procedures regarding concurrent pursuit of graduate degrees and courses*. Report prepared for the Residency Education Committee, University of Calgary, Faculty of Medicine.

Vollman, A.R. (2008). *Evaluability Assessment for Project: Enhancing Participation in Cancer Screening in Alberta: Innovative Partnerships and Approaches (#07-03-02-12)*. Report prepared for Alberta Cancer Board.

Vollman, A. R. (2007, 2008, 2009). *Interim Report to Alberta Health and Wellness: Knowledge and Education Project*. Prepared for the KEP Project Steering Committee.

- Vollman, A.R. (2009). *Public Health Nursing Service Delivery Model: Review and Recommendations*. Report prepared for Public Health Nursing, Regina Qu'Appelle Health Region, Regina, SK.
- Vollman, A.R. (2010). *An Evaluation of the Canadian Community Health Nursing Standards Toolkit (2007)*. Report prepared for Community Health Nurses of Canada.
- Vollman, A.R. & Martin Misener, R. (2010). *Influence of Certification on Community Health Nursing*. Report prepared for Community Health Nurses of Canada.
- Vollman, A.R. (2010). *Evaluation of Phase 1: Indo-Asian Canadians with Hypertension and Diabetes*. Report prepared for C. Jones, Principal Investigator, University of Calgary.
- Vollman, A.R. (2010). *Survey of Dental Assistants in Alberta: Entry-to-practice – Results of qualitative analysis*. Report to the College of Alberta Dental Assistants, Edmonton, AB.
- Vollman, A.R. (2011). *Blueprint for Action for Community Health Nursing in Canada*. Report prepared for the Community Health Nurses of Canada, Toronto, ON.
- Vollman, A.R. (2011). *Evaluation of Phase 2: Indo-Asian Canadians with Hypertension and Diabetes*. Report prepared for Dr. C. Jones, Principal Investigator, University of Calgary.
- Vollman, A.R. (2012). *Research Team Collaboration Agreement: Recovering Community Well-Being in Fort Chipewyan: A Participatory One-health Research Project*. Prepared for Dr. Cora Voyageur, Principal Investigator, University of Calgary.
- Makowsky, M., Jones, C. & Davachi, S. (2012). *Evaluation of Emerging Communication Technologies to Improve Self-Management in South Asians with Type 2 Diabetes*. Proposal development for Lawson Foundation funding competition (successful for \$200k).
- Vollman, A.R. (2013). *"Know Your Numbers" Year One Evaluation Report*. Prepared for Dr. C. Jones, Principal Investigator, University of Calgary and the Aga Khan Health Board of Canada.
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Meadows, L.M., Strudsholm, T., Vollman, A.R., Thurston, W.E., & Henderson, R.I. (2014). *Leadership Competencies for Public Health Practice in Canada: Report of Focus Group Webinars*. Report prepared for the Community Health Nurses of Canada.

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