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Sustainability Perceptions of The Nappie Project

Kate Trumbo

Submitted as Partial Fulfillment for the Doctor of Nursing Practice Degree, NR706C

To Dr. Cris Finn

Regis University

August 12, 2019

Abstract

Diaper need is a critical issue that often falls through the cracks of traditional assistance pathways. There are no state or federal programs that subsidize the cost of diapers. Some families must choose between food and diapers when finances fall short. This study employed a mixed methods approach and a cross-sectional design. Quantitative data was collected using the Program Sustainability Assessment Tool (PSAT), a 40-item multiple-choice survey instrument that assesses eight domains of sustainability. Nineteen individuals from The Nappie Project board, agency partners, community advisors, and volunteers received an email invitation to participate in the PSAT survey. The survey was analyzed as two separate groups, Current/Former Board Members and Community Partners/Advisors. Of the participants who completed the survey, two individuals participated in semi-structured interviews to provide further insight into the results of the survey. The lowest score for both groups was Funding Stability. The highest score for the Board was Environmental Support. The highest score for Community Partners was Communications. The greatest range for both groups was Strategic Planning. Three domains were found to be significantly different: Overall Sustainability, Partnerships, and Communications. All health care providers, especially those who engage with children, should be educated regarding diaper need. While policy was not addressed in this study, there is a great opportunity to advocate for diaper need among policymakers. Finally, sustainability is an increasingly important concept to many grant writers and funding agencies. This work may be applied to a variety of public health organizations to strengthen funding proposals.

Keywords: diaper bank, diaper need, PSAT, child health, health disparities

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Executive Summary

Problem

Diaper need is a critical issue that often falls through the cracks of traditional assistance pathways. There are no state or federal programs that subsidize the cost of diapers. Some families must choose between food and diapers when finances fall short.

Purpose

Ascertain the perceptions of The Nappie Project board members, agency partners, community advisors, and volunteers with respect to sustainability and community value of the program. How do stakeholder perceptions of sustainability shape the sustainability of The Nappie Project?

Goal

The final outcome was a sustainability plan developed for The Nappie Project based upon the Quality Improvement project. Stronger sustainability that is appealing to potential donors and community partners will keep the organization going so it can continue to provide services to this population.

Plan

This study employed a mixed methods approach and a cross-sectional design. Quantitative data was collected using the Program Sustainability Assessment Tool (PSAT), a 40-item multiple-choice survey instrument that assesses eight domains of sustainability. Nineteen individuals from The Nappie Project board, agency partners, community advisors, and volunteers received an email invitation to participate in the PSAT survey. The survey was analyzed as two separate groups, Current/Former Board Members and Community Partners/Advisors. Each aggregate group report had a mean overall sustainability score, a mean for each of the eight sustainability domains, and a mean for each question within the domain. Results were compared using an independent t-test. Of the participants who completed the survey, two individuals participated in semi-structured interviews to provide further insight into the results of the survey.

Results

The lowest score for both groups was Funding Stability. Unpredictable giving was a prominent theme in the interviews. The highest score for the Board was Environmental Support. Interviewees found this terminology confusing and therefore the result may be inaccurate. The highest score for Community Partners was Communications which is not surprising since this group receives consistent messaging from Nappie. The greatest range for both groups was Strategic Planning. Mixed views regarding implementation and succession were discussed at length during the interviews. Three domains were found to be significantly different: Overall Sustainability, Partnerships, and Communications. Perhaps the most notable domain was Overall Sustainability since the Community Partners perceived Nappie to be more sustainable than what was reported by the Board. When these results were reviewed during a recent Nappie Board meeting, there was great concern regarding the lack of community awareness related to sustainability and the dire need for a succession plan. It is not surprising that Partnerships and Communications were perceived to be more successful by Community Partners since these are established relationships.

Recommendations

All health care providers, especially those who engage with children, ~~should~~ must be educated regarding diaper need. There is a great opportunity to advocate for diaper need among policymakers. Finally, sustainability is an increasingly important concept to many grant writers and funding agencies. This work may be applied to a variety of public health organizations to strengthen funding proposals.

Acknowledgements

Whenever I am asked to name the most influential people in my life, the answer is easy. They are always teachers.

Teachers have identified my strengths and encouraged me to keep going. They have given me advice that I did not want to hear. They have taken a few minutes out of busy days or given up time with their own families to show me something new. I am deeply indebted to so many of them.

My faculty advisor, Dr. Cris Finn, has been an unwavering source of positivity, encouragement, and support. Dr. Cheryl Kruschke was an invaluable partner as I completed my quantitative analysis. Finally, Dr. Patricia Cullen is the reason that I chose Regis University to complete my Doctor of Nursing Practice. Dr. Cullen has created a challenging and unique course sequence that speaks to adult learners who are also working and balancing family responsibilities. To the entire faculty, I offer my heartfelt thanks.

Additionally, the Co-Founders of The Nappie Project were steadfast champions of this work. Rachel Konda-Sundheim and Jan Touslee were always generous with their time and words of encouragement.

I could not have done this without all of you. Thank you for helping me grow.

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Problem Recognition and Definition

Diaper need is a critical issue that often falls through the cracks of traditional assistance pathways (Massengale, Erausquin, & Old, 2017). There are no state or federal programs that subsidize the cost of diapers. Some families must choose between food and diapers when finances fall short.

The Nappie Project (TNP), established in 2016, is the first and only diaper bank in northern Colorado (The Nappie Project, 2016). This 501(c)(3) organization supplies diapers to families in need via community partners. TNP is not currently sustainable and has considered closing its doors on multiple occasions.

Many independent public health programs close their doors despite significant need (Brownson et al., 2015). This project offers an evidence-based sustainability analysis using a tool created for public health programs. The outcome is a sustainability plan developed for TNP based upon the Quality Improvement (QI) Project.

This project utilized the acronym “PICO”, rather than stating a formal research hypothesis. The acronym stands for: The population (P), intervention (I), comparison (C), and outcome (O) and is usually framed as question (Zaccagnini & White, 2015). The PICO question for this project was:

- Population = TNP Board of Directors, volunteers, and community partners
- Intervention = Assess perceptions of sustainability
- Comparison = None
- Outcome = Stronger sustainability appealing to potential donors, community partners, and keeps the organization going so it can continue to provide services to this special population

The final PICO question is: How do stakeholder perceptions of sustainability shape the sustainability of TNP?

Theoretical Foundations

The theoretical foundation of this project was based on three distinct models. First, Watson's Theory of Human Caring. A grand nursing theory that describes ten carative factors and caritas processes (Watson, 2012) (see table 1). To demonstrate the importance of supportive nursing care, the application of these factors was documented in a case study of infertile women who were receiving in vitro fertilization treatment (Ozan, Okumus, & Lash, 2015).

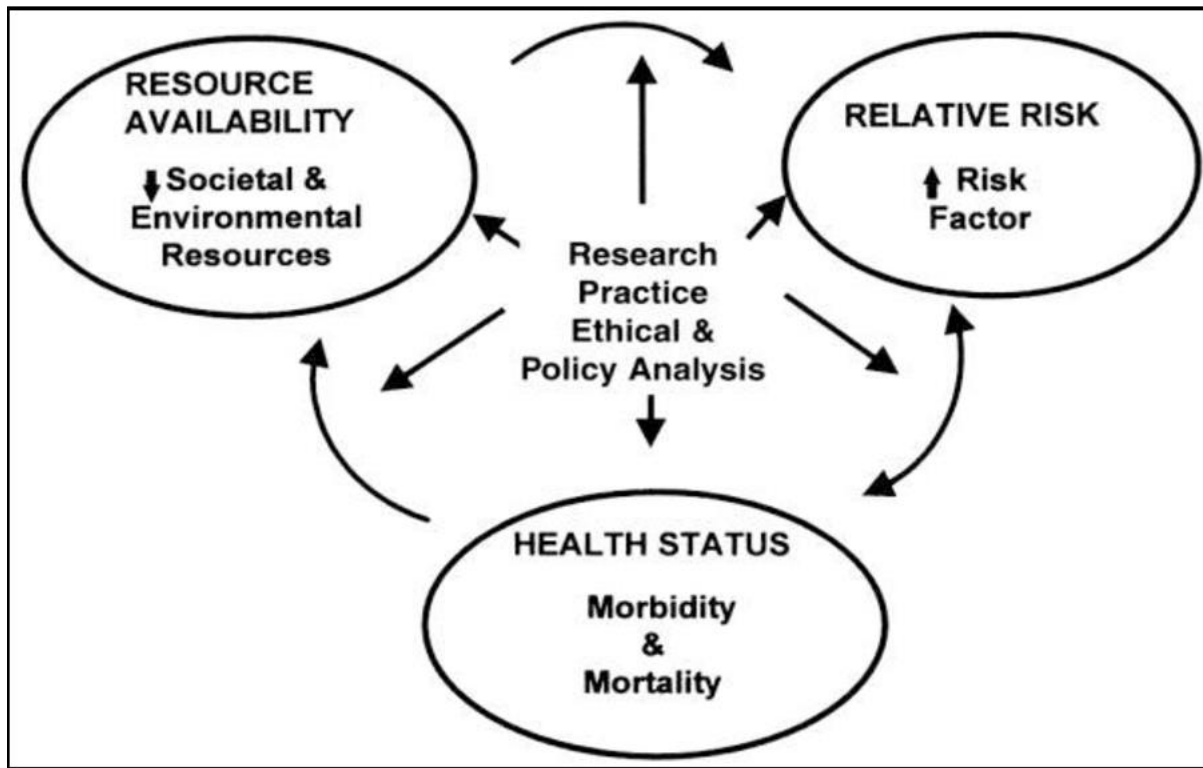
Table 1

Ten Carative Factors and Caritas Processes

Carative Factors	Caritas Processes
Humanistic–altruistic system of values	Practicing loving-kindness/compassion and equanimity for self/other.
Enabling faith-hope	Being authentically present; enabling belief system and subjective world of self/other.
Cultivation of sensitivity to self and others	Cultivating own spiritual practices; beyond ego-self to authentic transpersonal presence.
Helping-trusting, human care relationship	Sustaining a loving, trusting and caring relationship.
Expression of positive and negative feelings	Allowing for expression of feelings; authentically listening and “holding another person’s story for them.”

Creative problem-solving caring process	Creatively solution seeking through caring process, full use of self; all ways of knowing/doing/being; engage in artistry of human caring- healing practices and modalities.
Transpersonal teaching-learning	Authentic teaching-learning within context of caring relationship; stay within other's frame of reference; shift toward a health-healing- wellness coaching model.
Supportive, protective, and/or corrective mental, social, spiritual environment	Creating healing environment at all levels; physical, nonphysical, subtle environment of energy and consciousness, wholeness, beauty, dignity and peace are potentiated.
Human needs assistance	Reverentially and respectfully assisting with basic needs, holding an intentional, caring consciousness of touching the embodied spirit of another as sacred practice, working with life force/life energy/life mystery of another.
Existential-phenomenological- spiritual forces	Opening and attending to spiritual, mysterious, unknown and existential dimensions of all the vicissitudes of life change; "allowing for miracle." All of this is presupposed by a knowledge base and clinical competence.
(Ozan, Y. D., Okumus, H., & Lash, A. A., 2015)	

Next, the Vulnerable Populations Model was conceptualized to describe the relationships between resource availability, relative risk, and health status (Flaskerud & Winslow, 1998). This model was illustrated in one of the very first studies of diaper bank benefits (Massengale et al., 2017). (Note Figure 1)



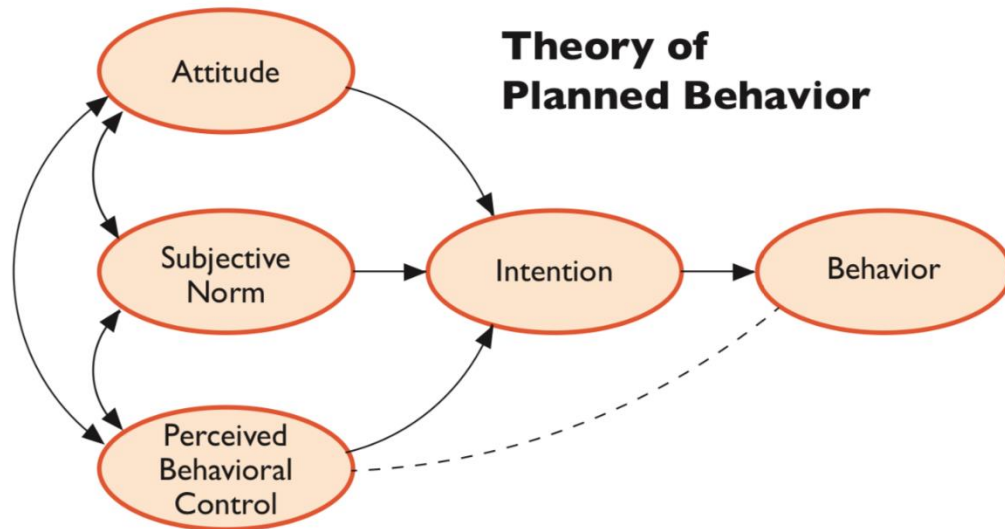


Figure 2. Theory of Planned Behavior

(Health Communication Capacity Collaborative. (n.d.). *Theory of Planned Behavior*. Retrieved from http://www.healthcommcapacity.org/wp-content/uploads/2014/03/theory_of_planned_behavior.pdf)

When attitudes, subjective norms, and perceived behavioral control are all contributing to intention, it is more likely the behavior will occur (Health Communication Capacity Collaborative, n.d.). However, engagement in behavior is not a guarantee since intention can change with outside influences.

Each of the three theories discussed contributes to the sustainability of TNP. For example, Watson's Theory of Human Caring provides the foundational empathy that guides so many programs to improve the lives of children. This is echoed in the Vulnerable Populations model in which the health status and resources available to children and families are improved as risk is simultaneously reduced. The Theory of Planned Behavior speaks to our psychological motivation. On numerous occasions, TNP considered closing its doors but is unable to do so because there is an ethical and moral component that continues to drive the board. How can we pull the plug on a program that supports children and families? How would the community judge us?

Systematic Review of the Literature

A systematic review of the literature for the project was guided by a Regis reference librarian. Key words utilized included: “Diaper need”, “diaper bank”, and “program sustainability assessment tool” which are relatively new ideas. Therefore, a very limited number of articles, despite several different search strategies, were found.

Five articles were provided by TNP, and a few were found fortuitously. Google Scholar was also used to find articles, such as dissertations, not available elsewhere. The results are summarized in Table 2.

Table 2

Summary of Systematic Literature Search Results

Source	Search Terms	Number of Articles
Academic Search Premier	“diaper rash OR diapers” AND diaper bank	6
Academic Search Premier	“diaper bank”	1
CINAHL Complete	PSAT or “program sustainability assessment tool”	4
Academic Search Premier, CINAHL, MEDLINE, Business Source Complete	“diaper” AND “depression”	1
MEDLINE	“program sustainability assessment tool”	2

CINAHL Complete	“diaper rash OR diapers OR dermatitis, perineal” AND “diaper AND bank”	1
Fortuitous Finds	cited by above articles	5
TNP Direct Communication	n/a	5
Google Scholar	various	7

The Johns Hopkins nursing evidence-based practice rating scale was used to assess levels of evidence (Newhouse, Dearholt, Poe, Pugh, & White, 2005). There were 23 Level III articles that included non-experimental, qualitative, or meta-synthesis studies. Nine articles were Level V and based on individual expert opinion or non-research evidence.

Overall, the literature was published by a variety of authors in academia and private industry. Thirteen articles described diaper bank attributes and eight articles introduced the program sustainability assessment tool (PSAT) or applied it to various public health organizations. No interaction of these themes was found.

The sentinel article introduced diaper need in the academic literature was published by Smith, Kruse, Weir, and Goldblum (2013). This research noted that diaper need is a risk factor for diminished infant and child health, maternal mental health, and maternal stress. These risk factors can negatively impact child health and development. Brownson, Allen, Jacob, Harris Duggan, Hipp & Erwin (2015) emphasized the need for understanding implementation in public health practices.

Massengale, Erausquin and Old (2017) posit diaper banks not only improve children's health and the emotional well-being of families but also support parenting education, early childhood education, employment, housing, and financial literacy.

To assess the sustainability of public health non-profits, Luke, Calhoun, Robichaux, Elliot, and Moreland-Russell (2014) created the Program Sustainability Assessment Tool (PSAT). The design of the survey was intended to be quick and easy to use, applicable to programs of all sizes, useable by most public health programs, and a source of data for evaluation and program planning.

Moreland-Russell, Combs, Polk, and Dexter (2018) applied the PSAT in their investigation of sustainability capacity for programs moving from siloed model to one in which they coordinated chronic disease programs. This research is applicable to this Quality Improvement (QI) project because it demonstrates the value of a mixed-methods investigation using the PSAT and semi-structured interviews.

The ideas discussed thus far reflect several of the Doctor of Nursing Practice program essentials reflected in scholarly work (Zaccagnini & White, 2015). This project is appropriate for a capstone project of these reasons. Most especially, the following three essentials are directly addressed:

- Scientific Underpinnings for Practice
- Interprofessional Collaboration for Improving Patient and Population Health Outcomes
- Clinical Prevention and Population Health for Improving the Nation's Health.

Market/Risk Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis results indicated a sustainability assessment as an important opportunity. TNP has great support in the

community and a committed board who continues to drive the organization forward. There was tremendous financial instability to be addressed, as the organization was entirely funded by donations from individuals, corporations, and private foundations. Also, TNP relied on community partners for warehouse space and did not have paid staff.



Figure 3. SWOT Analysis

The driving forces are community support and lack of government assistance for diapers. The restraining forces are participants' time to complete the survey and interviews, compassion fatigue among the board, and concern it is truly too late to sustain the organization in a meaningful way. Moral obligation, as outlined in the Theory of Planned Behavior, is an important strategy to move forward. An evidence-based sustainability assessment and a strategic plan may also provide direction for growth.



Figure 4. Force Field Analysis

The benefits of the project currently outweigh the costs. The estimated cost of participants' time to complete the survey and interviews as well as the principal investigator's time to complete the project informed the strategic plan that guides sustainability activities. Of note, these are estimated cost contributions; participants and project team members were not paid for their time. If this project were to be completed by Washington University in St. Louis, the cost of these activities is expected to exceed \$1500 (Kimberly Prewitt, personal communication, March 27, 2019). There is no financial investment required to complete the project as it is currently conceptualized.

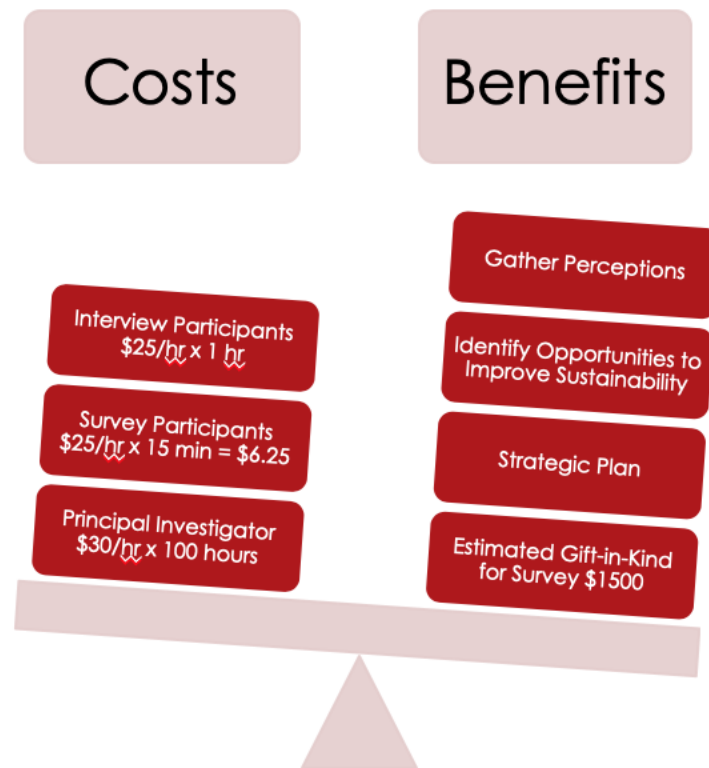


Figure 5. Cost/Benefit Analysis

Stakeholders of interest to this project included community partners who count on TNP for diapers, community advisors who support TNP, current and former TNP board members, and families in need in northern Colorado. Our project team was led by Dr. Cris Finn, PhD, Project Chair, and Dr. Mary McAfee, DNP Mentor, and Kate Trumbo is the Principal Investigator and Vice-Chair of TNP.

Project Objectives

The project mission was to create a sustainable community resource with the capacity to provide diapers to families in need in northern Colorado and surrounding communities. The project vision remains to increase diaper need awareness and its impact on families.

Goals of the project were to assess eight domains of sustainability using an evidence-based tool, compare responses from Current/Former Board members versus Community

Partners/Advisors to gain insight into differences and similarities in sustainability perceptions, consider semi-structured interviews and identify sustainability areas that could be strengthened and develop a strategic plan to move forward. The final outcome was a sustainability plan for TNP to support the organization's further success.

Methodology & Evaluation Plan

Modeling is based on the Logic Model Development Guide (W.K. Kellogg Foundation, 2004). Logic models are tools to improve program planning, implementation, evaluation, and dissemination of results. The model utilized for this project describes resources, activities, outputs, outcomes, and potential impact of this QI study, see Figure 6.

RESOURCES	ACTIVITIES	OUTPUTS	SHORT & LONG-TERM OUTCOMES	IMPACT
In order to accomplish our set of activities we will need the following:	In order to address our problem or asset we will accomplish the following activities:	We expect that once accomplished these activities will produce the following evidence of service delivery:	We expect that if accomplished these activities will lead to the following changes in 1-3 then 4-6 years:	We expect that if accomplished these activities will lead to the following changes in 7-10 years:
<ul style="list-style-type: none"> • Access to the PSAT online tool • Stakeholders who are willing to participate in study 	<ul style="list-style-type: none"> • Participants complete PSAT • Consider semi-structured interviews 	<ul style="list-style-type: none"> • Aggregate report for Current/Formal Board Members and Community Partners/Advisors • Independent samples t-test to determine differences between these groups • Identify opportunities to strengthen sustainability 	<ul style="list-style-type: none"> • A strategic plan for The Nappie Project that will support sustainable growth this year and in the next five years 	<ul style="list-style-type: none"> • A sustainable source of diapers for families in need

Figure 6. Proposed Logic Model

The process used to complete the project is described in detail in Figure 7. The proposal was approved by Dr. Finn, TNP, and the Regis University Institutional Review Board.

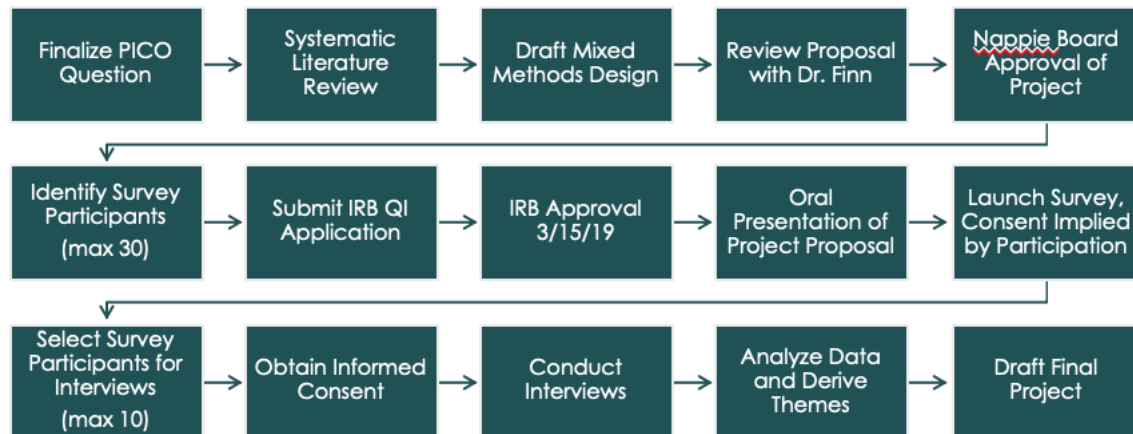


Figure 7. Process Overview

This study employed a mixed methods approach and a cross-sectional design.

Quantitative data was collected using the PSAT, a 40-item multiple-choice survey instrument that assesses eight domains of sustainability (Luke, Calhoun, Robichaux, Elliott, & Moreland-Russell, 2014). Reliability was assessed using Cronbach's Alpha. Luke et al. (2014) report the, "average internal consistency of the 8 subscales was 0.88 and ranged from 0.79 to 0.92" (para. 15). Validation of the tool is not yet completed. "The Center for Public Health Systems Science is beginning the process of validating the tool" (Washington University in St. Louis, 2019a, para. 1). Face validity may be accepted in this instance since the tool seems to measure sustainability.

The survey data was supplemented with semi-structured qualitative interviews that reviewed and interpreted aggregate PSAT results, discussed barriers to sustainability, and considered steps to improve sustainability capacity over time (Moreland-Russell, Combs, Polk, & Dexter, 2018). The interviews were conducted by Primary Investigator (PI) and a TNP Co-Founder. The open-ended interviews were no more than 60 minutes in length. A consent form was reviewed and signed before beginning the interviews. (See Appendix A: Consent Form). Completed semi-structured interviews were analyzed using a thematic analysis (Moreland-Russell et al., 2018).

Nineteen individuals from TNP board, agency partners, community advisors, and volunteers received an email invitation to participate in the PSAT survey. This was a convenience sample identified by TNP Co-Founders. Eleven of these individuals were agency partners, community advisors, or volunteers. Eight were current or former TNP board members. The Principal Investigator (PI) did not participate in the survey.

The study participants received an email invitation to participate in the PSAT survey. This email included a brief description of the QI Project addressing confidentiality for the participants and the fact that completing the survey was consent. The email also invited participants to take part in semi-structured interviews scheduled in order of request and were subject to timely access of all participants. A second email was sent to all participants with a link to the online survey tool. Initial invitations were sent to all participants on April 15. Reminders were sent on April 27 and May 21. Data collection closed on May 27.

The survey data was analyzed for two groups: Current/Former Board members and Community Partners/Advisors. Each aggregate group report had a mean overall sustainability score and a mean for each of the sustainability domains. These values were compared using an independent samples t-test. This provided insight into differences and similarities in sustainability perceptions of those inside and outside of TNP.

Protection of Human Subjects

This project was approved as a QI project by the Regis University Institutional Review Board on March 15, 2019. (See Appendix B: IRB Letter of Approval, Appendix C & D: CITI evidence, and Appendix E: Letter from TNP Administration). All participation in this study was voluntary and anonymous. Any information obtained in connection with this study was de-identified thus identification of participant will remain confidential and will be disclosed only

with permission or as required by law. Survey results are provided to researchers in aggregate form only; individual results are only available to the participant who completed the individual survey. A coding procedure was used so all interview data cannot be identified with an individual. The researcher and the researcher's faculty advisor have access to the raw data, and results of data was presented in aggregate form. After completion of the study, the consent forms and data will be stored for three years in a locked filing cabinet at Regis. All computers utilized were password protected.

Project Findings and Results

Descriptive Statistics

Current and former TNP Board members complete the survey at a rate of 88% (7/8). Community advisors completed the survey at a rate of 64% (7/11). Two survey participants agreed to interviews. One was a former board member and the other was a community advisor.

The data was analyzed with the following results noted. The lowest score for both groups was Funding Stability. Unpredictable giving was a prominent theme in the interviews. The highest score for the Board was Environmental Support. Interviewees found this terminology confusing and therefore the result may be skewed. The highest score for Community Partners was Communications which is not surprising since this group receives consistent messaging from TNP. The greatest range for both groups was Strategic Planning. Mixed views regarding implementation and succession were discussed at length during the interviews.

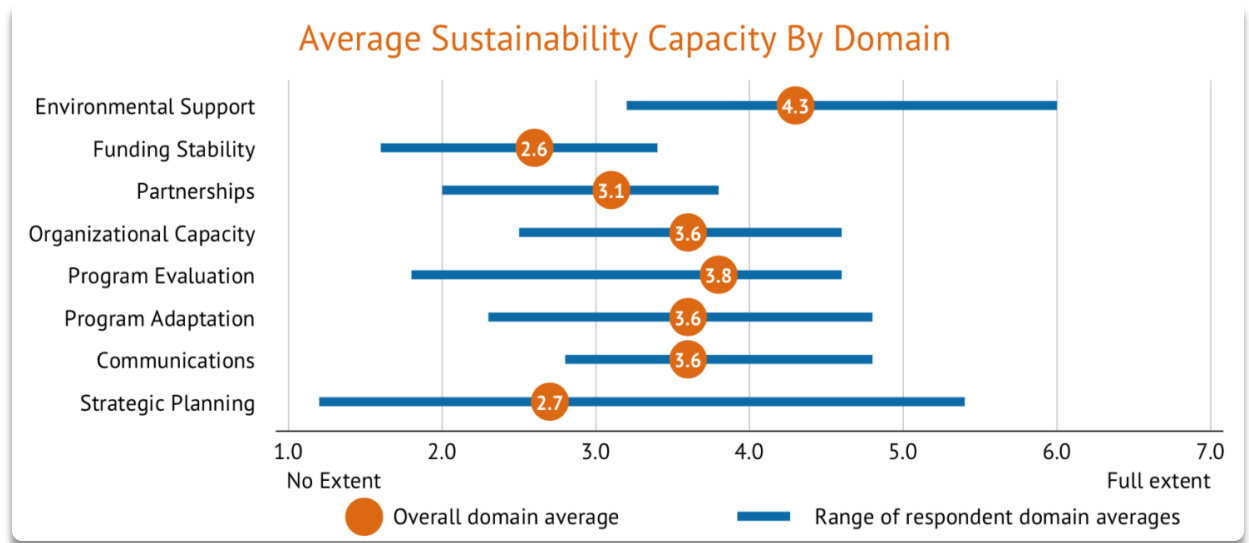


Figure 8. Current and Former Board Member Perceptions

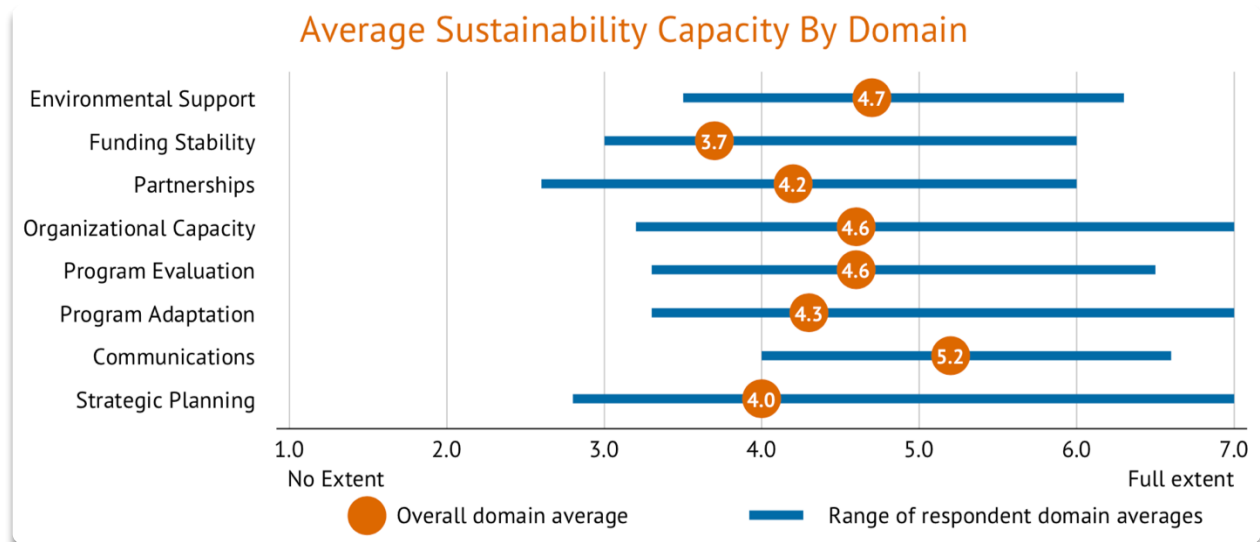


Figure 9. Community Advisor Perceptions

Inferential Statistics

Three domains were significantly different: Overall Sustainability ($p = .000$), Partnerships ($p = .043$), and Communications ($p = .000$). (See Figure 10 Comparison of Group

Perceptions.) Perhaps the most notable domain was Overall Sustainability since the Community Partners perceived TNP to be more sustainable than what was reported by the Board. When these results were reviewed during a recent TNP Board meeting, there was great concern regarding the lack of community awareness related to sustainability and the dire need for a succession plan. It is not surprising Partnerships and Communications were perceived to be more successful by Community Partners since these are established relationships.

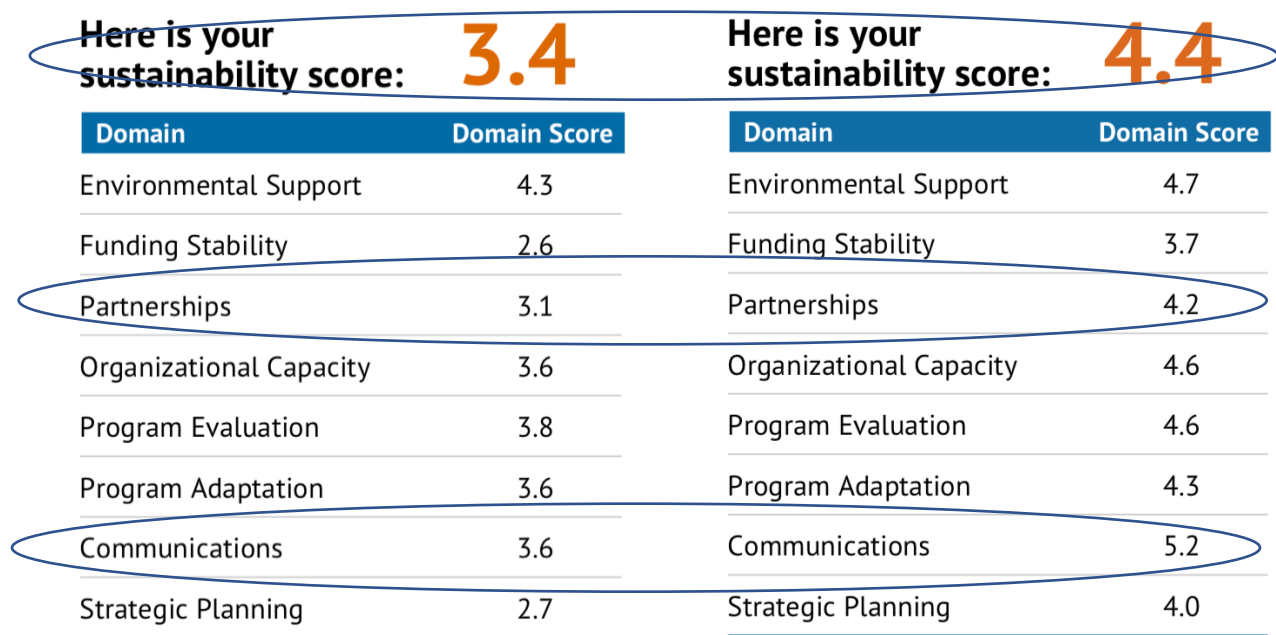


Figure 10. Comparison of Group Perceptions

Reliability was similar to those reported by Washington University (Cronbach's Alpha = .845). This suggest probably reliability.

Qualitative Themes

The qualitative themes emerged from the interviews. They included environmental support, funding stability, organizational capacity, succession planning, and Theoretical Foundations.

Environmental Support.

Participant 2: “I think I was confused at the environment support by the word Environmental. I think I'm doing it again now or I'm reading it going so it looks like Partnerships but let me see...environmental support you meant by Community Support. Is that okay?”

Participant 2: “For some reason, I went down the sustainability as environmental sustainability. I was like diapers not going...sorry...no.”

Participant 1: “I thought it was too generic. Not directed enough at the particulars of...I mean, I got the idea that I was taking a general survey that would apply to any organization. A whole lot of the questions I didn't feel like pertained to or weren't detailed enough to really – for me to assess The Nappie Project. And it's been more than a day, so I probably can't give you an example of that.”

Washington University (2019b) defines environmental support as “Having a supportive internal and external climate for your program” (para. 5). The survey terminology and overall purpose was confusing to some participants.

Funding Stability.

Participant 2: “So I don't know the intricate details of funding, but it feels like funding for where you are right now is stable, but I don't know. I don't know your finances, but it doesn't feel like you're so worried that you...I mean, you've got a good system in place for acquiring diapers, a very good system in place. But that's not at risk, it doesn't feel like to me that that's at risk. As far as finding outside of that, I guess I don't know how stable that is.”

Participant 2: “I guess, when I think about your mission, I feel not that it’s easier to market but it’s not one of the harder ones to convince people to pay for. Okay, you’ve got babies! You’ve got children and animals, you’re golden.”

Participant 1: “I predicted the demise of The Nappie Project for about a year.

[Laughter]. I’d come to every board meeting and say based on how much money we have, this is how long we can survive. What’s our plan here? What are you going to do? And then of course things would fall in, you know, money would fall out of the sky, and my dire prediction wouldn’t happen.”

While programs that support babies may be relatively easy to fund in some instances, giving to TNP is unpredictable. This appears to be an area needing further investigation.

Organizational Capacity.

Participant 1: “And I still have, I laugh about this now, and I talked to my brother about it because he was President of the [organization omitted] where you ask for volunteers you look out in the gathering and everybody’s looking at their phone [staring down at table, laughing]. It’s a consistent experience. And I went to one meeting here in Loveland and it was the same thing. These guys up front, the 4 or 5 or whatever that are are the core members that are trying to make things happen. And the mass of people whatever it was that can’t hear or aren’t about to volunteer to do anything. That’s kind of where we are with [nonprofit omitted]. It’s the same thing. People don’t want to commit.”

TNP CoFounder: “It is fascinating to me. I mean, I think...I don’t know if it’s the plethora of nonprofits in this area or if it’s...I mean we have, I think I said this earlier, we have - not an abundance but we have a sufficient amount of people signing up for wrap sessions – but to go that further step and to take a different responsibility, nobody seems

willing to do that. And I don't know if that's lack of clarity on our part or a combination in some way of how we're not conveying. I mean, that's part of the interesting thing to me about politically and community, how are we presenting ourselves. Because I don't think there's anybody that would argue with our mission. I think people are compelled once they hear our mission but in terms of being willing to commit time - they can't get Alexa to do it. Alexa is not going to wrap diapers, ``

Participant 1: "So we've got a board. We end up with two or three people doing most of the work, running the meetings, you know, when somebody says I've got computers they're going and picking them up or their wiping them, they're installing. So, you've got a core number people. Other volunteers want to come on a trip then they're out which is which is great. It's a great experience, two or three-week experience for them on a trip, but that core group is getting tired and not finding other people to take over because...we're trying to look for somebody to be president and I think everyone that has been with a group is like – oh my God, that's a lot of work! So the president has kind of stepped back."

Organizational capacity is a challenge for TNP as well as other nonprofits.

Succession Planning.

Participant 1: "When I talk about sustainability, number one is succession planning and number two is what are the...how do you improve on the resources? The money, the source of money, the manpower."

Participant 2: "I guess I do know it's important for The Nappie Project in particular to finalize on a longer-term plan. And that's from meeting with some of the board members is the organization has been working really well at a certain level for the past how many

years but it's sort of reached a junction where there needs to be a well-defined plan for moving it into sort of the next phase, not the sort of a young organization but more of a well-established organization. So, I think I answered a lot of questions with that in mind feeling like you're at a crossroads right now. When you're starting out and it's an all-volunteer organization and the founders are part of the organization there's a certain kind of momentum. And then after that initial period now you need a plan to keep going. Because people get tired."

Participant 2: "I would say it is a critical mission that needs to exist in our community, and I think that you can see that by the need. The need is growing and how you're fulfilling the need. So, I think it is very important. There needs to be a way to keep it going. I guess I do think there needs to be a paid position. I don't think...I guess I shouldn't say I don't think it can exist without one because it has so far, but I do think for the next phase you need to hire someone."

While succession planning is key to strategic planning, it appears there are mixed views on how to implement the strategic planning process.

Theoretical Foundations.

Participant 1: "Don't you think there's something in here [pointing to chest] that makes people feel...?"

TNP Co-Founder: "Like you, I have always believed there are people with good hearts and if they know a need they'll respond."

TNP Co-Founder: "So that truly for me the challenge has been finding more people for our board. Then freeness to have time to reach out to raise awareness because I still am

convinced as I said earlier that this is a worthy cause, a necessary project and I think people would agree. They just need to be made aware.”

The theoretical foundations of caring, vulnerable populations, and planned behavior may serve as an important role in recruitment of board members and volunteers in the future.

Limitations, Recommendations, and Implications for Change

Limitations

This study has some important limitations. Participants were a convenience sample provided by TNP Co-Founders rather than a random sample from a large population. The sample size for the survey and interviews was small. Participants did not receive any training or explanation of terms prior to participating in the survey and this caused some confusion regarding purpose and terminology. Finally, interview participants struggled to remember the survey even when they were given a sample to review and it was only a couple of weeks after the survey.

Recommendations and Contributions to Nursing

Goldblum (2014) summarizes the importance of diaper need noting almost one-third of low-income moms could not afford to change a diaper as often as they wished, about 10% of moms reported diapering practices that contributed to diaper rash and urinary tract infections, and more than 30% described increased stress and depression associated with diaper need. The participants in the study reviewed by Ms. Goldblum did have an overwhelmingly consistent relationship with their healthcare providers. Therefore, the opportunity to intervene may be readily available. All health care providers, especially those who engage with children, should be educated regarding diaper need and given the resources to address it. Services offering diapers to

vulnerable families remains an ethical and social justice issue for this community. Nursing and healthcare in general can be leaders advocating for their patients/clients in all communities.

Implications for Change

While policy was not addressed in this study, there is a great opportunity to advocate for diaper need among policymakers because most individuals do not know that diapers are not supported by state or federal programs. Additionally, this work may allow other diaper banks and non-profit organizations to strengthen their sustainability. Finally, sustainability is an increasingly important concept to many grant writers and funding agencies. This work may be applied to a variety of public health organizations to strengthen funding proposals.

Conclusion

The results of this study were summarized based upon prior analysis and presented at the June 6, 2019 TNP board meeting. The board voted on strategic planning areas of focus based upon these findings. Organizational capacity was designated as a priority. Concern remains for compassion fatigue and limited ability to implement a meaningful strategic plan. This may be summarized by Participant 2:

But it was a working board and as they got tired, they had a hard time getting new people on. So we even went through strategic planning with an expert, you have people who are in the field of helping you come up with long term plans, and we went through all that and had goals and had things we're going to work on but those people didn't have the energy to work on it. So, nothing really happened.

This continues to be true of TNP. This was a busy summer and TNP plans to revisit these issues. Board meeting agendas are immersed in day-to-day operations and often cannot support big picture items at each meeting like many other small organizations. Based on the finding of

this study it appears TNP and other such organization can continue to make baby steps/progress toward improving sustainability.

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Appendix A: Interview Consent Form

**Informed Consent to Participate in Research****Sustainability Perceptions of The Nappie Project**

You are asked to participate in a research study conducted by Katherine Trumbo and Dr. Cris Finn, from the Department of Nursing at Regis University. This project is being conducted as part of the Doctor of Nursing Practice program. Your participation in this study is entirely voluntary. Please read the information below and ask questions about anything you do not understand, before deciding whether or not to participate. If you decide to participate, you will be asked to sign this form and it will serve as a record of your agreement to participate. You will be given a copy of this form to keep.

PURPOSE OF THE STUDY

To determine perceptions of sustainability of The Nappie Project via qualitative interviews with survey participants.

PROCEDURES

If you volunteer to participate in this study, you will be asked to do the following things:
Participate in a qualitative interview intended to review and interpret aggregate PSAT results, discuss barriers to sustainability, and consider steps to improve sustainability capacity over time.

POTENTIAL RISKS AND DISCOMFORTS

There are no anticipated risks to you from your participation in this study. We believe that the risk from participation is no greater than that encountered in everyday life. However, in case you do experience any mild distress from the experiment, a debriefing process will be provided at the end of the experimental session.

POTENTIAL BENEFITS TO SUBJECTS AND/OR TO SOCIETY

You will benefit by learning about research in the field of public health and will benefit by learning more about the topic of sustainability. There is a benefit to the field of public health research by expanding our knowledge about this topic. As a student, I will learn how to assess sustainability and implement a sustainability plan.

PAYMENT FOR PARTICIPATION

You will participate as a volunteer and not receive compensation.

CONFIDENTIALITY

Any information that is obtained in connection with this study and that can be identified with you will remain confidential and will be disclosed only with your permission or as required by law. A coding procedure will be used so that the researcher will use a numerical code for your data that cannot be identified with you. The researcher and the researcher's faculty advisor will have access to the raw data, and results of data will be presented in aggregate form. After completion of the study, the consent forms and data will be stored for three years in a locked filing cabinet at Regis University in the Department of Nursing.

This research is being conducted by a student as part of a course requirement. Therefore, records that identify you and the consent form signed by you may be looked at by others. They are:

- Regis IRB that protects research subjects like you



- Officials at Regis University who are in charge of making sure that we follow the rules of research
- Any faculty members who are co-investigators on this project may also contact you about your participation in the project

PARTICIPATION AND WITHDRAWAL

You can choose whether or not to be in this study. If you volunteer to be in this study, you may withdraw at any time without consequences of any kind or loss of benefits to which you are otherwise entitled. You may also refuse to answer any questions you do not want to answer. If you sign the consent form but then do not complete the project, please write "withdrawn" on your original consent form, next to your signature, to indicate that you have chosen not to participate further.

IDENTIFICATION OF INVESTIGATORS

If you have any questions or concerns about this research, please contact: Katherine Trumbo (970-776-6382 or ktrumbo@regis.edu) or Dr. Cris Finn (719-661-6750 or cfinn@regis.edu).

RIGHTS OF RESEARCH SUBJECTS

If you have any questions about your rights as a research subject, you may contact the Regis University Institutional Review Board (IRB) which is concerned with the protection of volunteers in research projects. You may contact them by any of the methods below:

Mail: Regis University
Center for Scholarship and Research, B-12
3333 Regis Boulevard
Denver, CO 80221

Phone: (303) 458-4188

Email: IRB at IRB@regis.edu.

You will be given the opportunity to discuss any questions about your rights as a research subject with a member of the IRB. The IRB is an independent committee composed of members of the University community, as well as lay members of the community not connected with Regis. The IRB has reviewed and approved this study.

I understand the procedures described above. My questions have been answered to my satisfaction, and I agree to participate in this study. I have been given a copy of this form.

Printed Name of Subject

Signature of Subject

Date

Signature of Investigator

Date

Appendix B: IRB Letter of Approval

**Institutional Review Board**

DATE: March 15, 2019

TO: Katherine Trumbo

FROM: Regis University Human Subjects IRB

PROJECT TITLE: [1403658-1] Sustainability Perceptions of The Nappie Project

SUBMISSION TYPE: New Project

ACTION: DETERMINATION OF NOT RESEARCH

DECISION DATE: March 15, 2019

Thank you for your submission of New Project materials for this project. The Regis University Human Subjects IRB has determined this project does not meet the definition of human subject research under the purview of the IRB according to federal regulations. This project is approved as a quality improvement project.

We will retain a copy of this correspondence within our records.

If you have any questions, please contact the Institutional Review Board at irb@regis.edu. Please include your project title and reference number in all correspondence with this committee.

This letter has been electronically signed in accordance with all applicable regulations, and a copy is retained within Regis University Human Subjects IRB's records.

Appendix C: CITI Training Kate Trumbo

COLLABORATIVE INSTITUTIONAL TRAINING INITIATIVE (CITI PROGRAM)

COMPLETION REPORT - PART 1 OF 2
COURSEWORK REQUIREMENTS*

* NOTE: Scores on this Requirements Report reflect quiz completions at the time all requirements for the course were met. See list below for details. See separate Transcript Report for more recent quiz scores, including those on optional (supplemental) course elements.

- **Name:** Katherine Trumbo (ID: 6183607)
- **Institution Affiliation:** Regis University (ID: 745)
- **Institution Email:** ktrumbo@regis.edu
- **Institution Unit:** Nursing
- **Curriculum Group:** Human Research
- **Course Learner Group:** Social Behavioral Research Investigators and Key Personnel
- **Stage:** Stage 1 - Basic Course
- **Record ID:** 22388964
- **Completion Date:** 19-Feb-2017
- **Expiration Date:** 19-Feb-2020
- **Minimum Passing:** 80
- **Reported Score*:** 93

REQUIRED AND ELECTIVE MODULES ONLY	DATE COMPLETED	SCORE
Belmont Report and CITI Course Introduction (ID: 1127)	19-Feb-2017	3/3 (100%)
History and Ethical Principles - SBE (ID: 490)	19-Feb-2017	5/5 (100%)
The Federal Regulations - SBE (ID: 502)	19-Feb-2017	5/5 (100%)
Assessing Risk - SBE (ID: 503)	19-Feb-2017	5/5 (100%)
Informed Consent - SBE (ID: 504)	19-Feb-2017	5/5 (100%)
Privacy and Confidentiality - SBE (ID: 505)	19-Feb-2017	3/5 (60%)

For this Report to be valid, the learner identified above must have had a valid affiliation with the CITI Program subscribing institution identified above or have been a paid Independent Learner.

Verify at: www.citiprogram.org/verify/7k64e94738-2ba8-4a9b-b856-9429de1335b9-22388964

Collaborative Institutional Training Initiative (CITI Program)

Email: support@citiprogram.org

Phone: 888-529-5929

Web: <https://www.citiprogram.org>

Appendix D: CITI Training Dr. Cris Finn

COLLABORATIVE INSTITUTIONAL TRAINING INITIATIVE (CITI PROGRAM)

COMPLETION REPORT - PART 1 OF 2
COURSEWORK REQUIREMENTS*

* NOTE: Scores on this Requirements Report reflect quiz completions at the time all requirements for the course were met. See list below for details. See separate Transcript Report for more recent quiz scores, including those on optional (supplemental) course elements.

• **Name:** Christine Finn (ID: 237132)
 • **Institution Affiliation:** Regis University (ID: 745)
 • **Institution Email:** cfinn@regis.edu
 • **Institution Unit:** nursing
 • **Phone:** 719-661-6750

• **Curriculum Group:** Human Research
 • **Course Learner Group:** Social Behavioral Research Investigators and Key Personnel
 • **Stage:** Stage 2 - Refresher Course

• **Record ID:** 24605500
 • **Completion Date:** 15-Sep-2017
 • **Expiration Date:** 14-Sep-2020
 • **Minimum Passing:** 80
 • **Reported Score*:** 100

REQUIRED AND ELECTIVE MODULES ONLY	DATE COMPLETED	SCORE
SBE Refresher 1 - Instructions (ID: 943)	15-Sep-2017	No Quiz
SBE Refresher 1 - History and Ethical Principles (ID: 906)	15-Sep-2017	2/2 (100%)
SBE Refresher 1 - Federal Regulations for Protecting Research Subjects (ID: 937)	15-Sep-2017	2/2 (100%)
SBE Refresher 1 - Informed Consent (ID: 938)	15-Sep-2017	2/2 (100%)
SBE Refresher 1 - Defining Research with Human Subjects (ID: 15026)	15-Sep-2017	2/2 (100%)
SBE Refresher 1 - Privacy and Confidentiality (ID: 15035)	15-Sep-2017	2/2 (100%)
SBE Refresher 1 - Assessing Risk (ID: 15034)	15-Sep-2017	2/2 (100%)
SBE Refresher 1 - Research with Prisoners (ID: 939)	15-Sep-2017	2/2 (100%)
SBE Refresher 1 - Research with Children (ID: 15036)	15-Sep-2017	2/2 (100%)
SBE Refresher 1 - Research in Educational Settings (ID: 940)	15-Sep-2017	2/2 (100%)
SBE Refresher 1 - International Research (ID: 15028)	15-Sep-2017	2/2 (100%)
Biomed Refresher 1 - Instructions (ID: 930)	15-Sep-2017	No Quiz

For this Report to be valid, the learner identified above must have had a valid affiliation with the CITI Program subscribing Institution identified above or have been a paid Independent Learner.

Verify at: www.citiprogram.org/verify?saD1a8f18-50cd-4952-94a4-3867c18ab655-24605500

Collaborative Institutional Training Initiative (CITI Program)

e-mail: support@citiprogram.org

Phone: 888-629-6829

Web: <http://www.citiprogram.org>

Appendix E: Letter from TNP Administration

From: **Rachel Konda-Sundheim** rikshmc@yahoo.com
Subject: Kate Trumbo's project
Date: September 16, 2018 at 9:32 PM
To: cfinn@regis.edu, Kate Trumbo kate.trumbo@me.com



Dear Dr Finn,

As President and Co-Founder of The Nappie Project, I wanted to share our excitement regarding Kate Trumbo's doctoral project. We are fully supportive of her efforts to assess sustainability of our organization and we are willing to assist as needed. Her current projected timeline of research in spring 2019 and outcome reporting in summer 2019 is aligned with our goals. Thank you for your commitment to service learning. It makes a difference to our community.

Very best regards,

Rachel Konda-Sundheim, M.D.