

CCN RESEARCH

Newsletter
Spring 2022

THE UNIVERSITY OF
ALABAMA

Capstone College of
Nursing
Office of Scholarly Affairs

Message from the ADR - Dr. Robin Bartlett

Welcome to the spring 2022 edition of our biannual research newsletter! CCN faculty have been busy developing proposals to seek funding for their important research and scholarship activities and carrying out their funded (and unfunded) projects. The faculty have also worked hard to disseminate their work through presentations and posters at professional meetings and through publishing their research and scholarly products in journals. Some of this is highlighted in this edition, and as you will see, our faculty are productive scholars.

In this edition, you can read about Dr. Haley Townsend's scholarly trajectory and how her community-based research has sparked her passion for giving back to rural communities and exposing students to the healthcare needs of the communities in rural Alabama.

Please take note of various events sponsored by the Office of Scholarly Affairs (OSA). Our Scholarship Showcase series has featured incredible scholars over recent months, and next semester's calendar promises to be equally populated with useful presentations. The various upcoming showcase opportunities in the fall include a session on building collaborative relationships with community partners and a series on becoming a nurse scientist. OSA also collaborated with the Alabama Life Research Institute and the School of Social Work to host an interprofessional luncheon. We will continue to provide collaborative events in the next academic year and hope to see you there!

Also, in this issue, please read about our undergraduate students involved in research. Many are in the CCN Research Society and presented at the Undergraduate Research and Creative Activity Conference in April.

On page 8 of this issue you can read some of the frequently asked questions of proposal development. This information can be helpful when writing a proposal and is available on the Research tab of the newly revised CCN website.

Please read about Drs. Teresa Welch and Todd Smith's publication from *Nursing Administration Quarterly* on using a business case plan in nursing leadership. Finally, OSA appreciates all the work that goes into proposal submissions. See the list of funded projects for the 2021-2022 academic year on page 9.



Faculty Spotlight

Dr. Haley Townsend is an assistant professor at the Capstone College of Nursing. She earned her BSN in 2009 from The University of Alabama, and in 2011, she graduated from Samford University in Birmingham, Alabama with her MSN with a Family Nurse Practitioner concentration. She earned an EdD in Instructional Leadership from the Nurse Educator Doctoral Program at UA in May 2019. Dr. Townsend currently teaches in the Evidence Based Practice course and serves as the co-course leader and teaches in the Community Health Nursing course.

Dr. Townsend began her nursing career working in a medical intensive care unit upon graduation, with additional nursing experience in preventative women's health. She taught two years in a community college program before joining CCN as a part time clinical instructor in the Fall of 2015.

We recently interviewed Dr. Townsend about her journey as an early career nurse scientist.

Tell us about your research interests.

My research interests are primarily in sexual health promotion and STI prevention. This came from working in the women's health world as a nursing student as well as after I graduated from nurse practitioner school. Being in the state of Alabama, I've seen that a lot of individuals possess embarrassment and stigma around sexual health. There are a lot of needs to be addressed in the state of Alabama so that's where my interest really sparked.

Tell us about your current and upcoming projects.

I have a few going on. One that I'm most proud of right now is menstrual health education that we are providing in Uniontown in Perry County, Alabama. We have nursing students that help us provide education about the menstrual cycle, menstrual hygiene, and sexually transmitted infections to adolescences and high school aged girls in Uniontown. We also provide free menstrual health supplies and sanitary napkins to the girls in the high school through menstrual hygiene lockers. We're about to expand that down to fourth grade with the help of the school nurse, and we will tailor that education to be age appropriate. We are trying to talk to these girls and fill the gaps in information that they may not be getting at home.

Another thing we're doing down in Uniontown is providing mobile health clinics. Dr. Sara Kaylor has been instrumental with that as well as Dr. Paige Johnson. We have on-the-spot sexual health screening for chlamydia, gonorrhea, and HIV through a 30-minute point of care

testing. We refer anyone who is positive for chlamydia or gonorrhea to the Alabama Department of Public Health. Positive HIV cases are referred to Five Horizons, which is located here in Tuscaloosa. We are also doing some more general health screenings during these clinics. The Dean allowed us to take the CCHS mobile health bus last month to conduct screenings, and that was fun to have for an event.

Another project I have going on is with Dr. Jill Hobbs and Ms. Heather Cole. We received some small grant seed funds from ORED. We are exploring ways to better educate our nursing students on how to discuss sexual health with their patients. A lot of students realize they didn't receive a robust sexual health education in middle and high school.

Once they get here, we kind of throw that information to them. We're in the middle of the qualitative interviews right now with our students, and some of the themes that are coming out are being nervous to discuss sexual health and not knowing how to develop trust and rapport with patients. From all the information gathered and our qualitative interviews, we will design a virtual simulation that will be educational but also challenge students to learn the correct things to say to patients when they're in somewhat embarrassing or stigmatized situations.

The last project I have going on is with Drs. Kaylor and Johnson. We received funding from AACN and the CDC to dispel COVID-19 vaccine myths in our state. We planned a town hall meeting here in the College where



our nursing colleagues and students came together to discuss their experiences of counseling their patient on the COVID-19 vaccine. We hope to gather success stories about how they use motivational interviewing or other methods to counsel a patient on the vaccine. We will also be designing some social media content surrounding the vaccine. Finally, we'll go out into Pickens and Perry Counties to work with the communities and give our nursing students a chance to utilize the skills they learn in motivational interviewing.

I am also involved in The Bridge to College Success for Rural Alabamians that will launch this summer at CCN.

You, along with other faculty in the college, recently launched Project Wellness in Motion. What motivated you to start this program?

This was born from the CCN summer seed funding that Dr. Sara Kaylor and I were awarded last summer. We knew we wanted students involved, and we wanted to be able to put a name, a logo, and a face to what we were doing. We wanted it to feel like a really organized effort when we're going out into these rural communities. We wanted to be identifiable. Every time we go into communities, they see our logo, and they see the same faces. Our nursing students quickly got involved, and the program grew from there. Even though our initial focus was sexual and behavioral health, we have a student group that does weekly social media postings about all health topics. The group has also grown to support the Uniontown Color Run.

Project Wellness in Motion has really grown into a group of students who have a shared mission to impact the health of Alabama, and it'll grow even more as we move forward.

Visit the Project Wellness in Motion page for updates on current happenings:

<https://www.facebook.com/Wellness-in-Motion-100466152318666>

How has this role [with Project Wellness in Motion] impacted your work?

When I first started research and I was doing my dissertation, I worked with a group of university students about sexual health issues. Although I'm still very passionate about that population, I guess I really moved into this idea of rural health. It still amazes me that right down the road there is such disparity, as opposed to Tuscaloosa and some areas in the state. These areas might have a couple of clinics, but there's not a lot of trust and rapport with the community. Some people would rather drive out of their way to get

better healthcare if they have the means to do so. So, I have a big interest in sexual health, but it's broadened to just rural health in general through working with communities.

Project Wellness in Motion has inspired me to want to make an impact in rural Alabama by seeing the area through the eyes of our students. I want my research to be community based, and I want to make an actual difference in the community. I always think about how we can get that group of students and faculty involved in what I am doing.

"Dr. Townsend developed initiatives and implemented a project that allowed her and the University of Alabama nursing students to identify health challenges, work meticulously with young girls, and provide them with general health education and initiatives. These initiatives allowed University of Alabama students to bring increase education and screenings to a rural area and to see how their involvement positively impacts rural health in Alabama, specifically among teenage girls."

-Dr. Eliza Dudley, community partner in Perry County, Alabama

What do you see as your greatest achievement thus far?

This sounds silly and is not related so much to research as to community involvement. Last summer after I really got involved in Uniontown, we were asked to attend a Back-to-School fair. We had just done quite a bit of research there and took from the community, so now it was time to go back and give to the community. We took free books, helped hand out free backpacks, and talked with community members.

I took both of my daughters with me, and they are four and nine years old. When we were leaving, my nine-year-old said she hears me talk about research and did not know what it meant. She said that was not what she saw that day. She thought it was cool to see me just interacting with people I didn't know. She's said it was fun to see me giving back to people, and that's what it's about at the end of the day, to me.

That sounds silly, but that was kind of a proud moment



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Nursing

that my nine-year-old sees me taking my time on a Saturday to go help in a community. It helped her better understand what I do. It gave me some perspective on how others see us, like the students we also brought with us to Uniontown. So, for a nine-year-old to be inquisitive and knowledgeable to see it's making an impact, I love to have our students involved in that as well.

"Dr. Townsend was one of my first professors in nursing school, and then recruited me to be on the Project Wellness in Motion team. She is always such a joy to be around and makes the work we do educational and enjoyable!"

-Daryl Deeter, CCN student

What do you hope to achieve in the future?

I want to make sexual health less stigmatized in the state of Alabama. I've even gotten to where there are a couple of state representatives who I have talked to about legislation to change how sexual education is delivered in the state of Alabama. So, I started emailing them about ideas and some of the research that I engage with. I would like to make a difference in that somehow, whether it be at a state level, a school-by-school level, or even a community partnership level. I want to get people talking about it more because, as we know, young people are going to engage in sex, and people are going to engage in risky sexual practices. We need to equip everyone with information and access to STI testing.

I also want our students to know that they need to include sexual health in their assessments and discussions with their patients. Many times, especially being in a state where it so stigmatized, they may not bring it up. So, with that I would love to have a mobile health clinic that addresses these things in rural Alabama and engage our students to do so. At the end of my career, I want to be able to say that I made an impact in making sexual health less stigmatized.

What advice do you have for other researchers, especially nurse scientists?

My advice would be to start simple and take advantage of seed funding. Seed funding can help get your feet

wet and to get some preliminary data before you go after larger grants. It's easy to get discouraged. I feel like I was applying for some things that, as a new nurse scientist, there was a no chance at getting. After receiving some seed funding, I have some data to back up the things that I want to do and can be more successful on a larger scale.

I'm assuming it's this way at any university, but I think The University of Alabama and the College does a phenomenal job of providing seed funding to us. There's the summer seed funding for CCN, the Council for Community-Based Partnerships, ORED, and then ALRI. They all have seed funding.

I have found, when you can be successful in getting seed funds, it helps you to develop your ideas and get feedback on them. Then, from the data you gather in small grants, you can then apply for those nationally funded grants. I'm in the process of working through my seed funding, and now I have the confidence and skillset to go for larger funding opportunities.

What recommendations do you have for new doctoral graduates?

In any profession, there is imposter syndrome when you first graduate. I went through that a lot, but one of the first things I recommend doing is find a really good mentor. Find someone you feel like you can ask the "stupid questions," and someone that is plugged into journals and certain funding mechanisms that they can forward on to you. I have found that in Dr. Robin Bartlett. She would send stuff to me, and it has opened a lot of doors for me and helped me gain more confidence.

The second thing is to find good people to work with. When I first graduated, I was applying for stuff on my own, and it's difficult to get funded that way as a new nurse scientist. It's also more fun and makes the workload much more manageable to work with other people and to be able to share your interests and ideas. One thing I can say about all my projects is that I have fun while I'm doing them. So, it feels less like a checkbox to tenure and more like I'm having fun doing something meaningful.

My advice is to find a good mentor and good group of colleagues that will talk you through this process, especially when you don't feel like you're good enough.



OSA Events

The Office of Scholarly Affairs (OSA) offers events throughout the semester to enhance the scholarly efforts of the College. OSA works with faculty to provide a way to disseminate work to peers and across campus and collaborates with other research offices across campus to provide faculty with interdisciplinary opportunities.

Interprofessional Luncheon

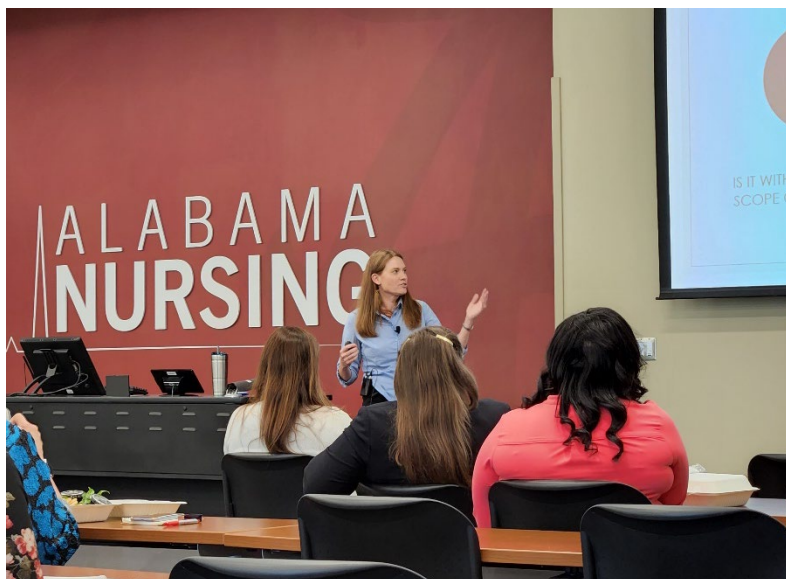
The Capstone College of Nursing, School of Social Work, and Alabama Life Research Institute hosted an interprofessional luncheon on Friday, April 1. This was an opportunity to collaborate with faculty from across campus to address healthcare needs and get to know researchers in other colleges. The goal was to foster collaborations between clinical researchers/clinicians, social workers, engineers, and other professionals.

There were representatives from almost all the colleges across the University. Drs. Daniel Gibson and Robin Bartlett spoke to attendees about how different disciplines can work together using their specific expertise to advance collaborative projects. Attendees then broke into collaborative groups focused on rural health, geriatrics, cardiovascular health, wellness, and substance abuse. CCN is hopeful that our faculty members will partner with faculty from other disciplines to create collaborative research for the University.

Faculty interested in planning an interprofessional event should contact Courtney Greene (cegreene1@ua.edu).

Scholarship Showcases

OSA offered several Scholarship Showcases over the semester. Drs. Kimberly Wilson and Jill Hobbs presented on “Teaching Skills to Fundamental Nursing Students.” The Scholarly Affairs committee worked with faculty to develop a mentor panel discussion. Drs. Robin Bartlett, Suzanne Prevost, JoAnn Oliver, Pat Carter, and Haley Townsend discussed how their experiences mentoring and being a mentee has advanced their research. OSA developed pre- and post-award presentations to help faculty navigate proposal development and post-award management. Dr. Christina Glenn presented on datasets available for faculty to conduct secondary data analyses. Dr. Mudair Andrabi presented on her pilot project looking at a physical activity program for cardiac health among older African American populations living in rural Alabama.



Lauren Calhoun presenting at a Scholarship Showcase

OSA also brought in visiting speakers from outside the University. Dr. Jennifer Croker, Administrative Director of The Center for Clinical and Translational Science (CCTS) at the University of Alabama at Birmingham, spoke to faculty about ways CCTS can serve as a research resource and collaborator. Dr. Mona Shattell, Chair of the Department of Nursing Systems at the University of Central Florida, and Ms. Rebecca Darmoc, Marketing Director at Crosslake Technologies, presented on “Building Your Digital Presence” to teach faculty how to use social media to promote themselves and their work.

Faculty interested in presenting at a Scholarship Showcase should contact Courtney Greene (cegreene1@ua.edu). Recordings of all presentations are available on the website under Research News and Events on the Research tab.



CCN Research Society

The purpose of the CCN Research Society is to create a culture of undergraduate nursing students engaged in research related activities by providing an avenue to engage students with faculty through a research mentorship. The ultimate goal is to increase the number of students who develop their own research projects. The research society meets once a month and students in both lower division and upper division are encouraged to join the club.

Several CCN students presented poster presentations at the Undergraduate Research and Creative Activity Conference. The conference was held in April at the Bryant Conference Center and was hosted by the Office for Undergraduate Research.

Senior members of the CCN Research Society, who attend meetings regularly and are in good standing, will be wearing an honor cord to recognize their membership during graduation ceremonies. A record number of students will be wearing cords this year, and it is our hope that they will take their research experiences and use them to inform their future practice.

A sincere thank you goes out to the club leadership during this academic year: Stella Rogers, Megan Butterworth, Caroline Myers and Lauren Ordan. Stella and Lauren will be graduating in May, and we are thankful for all that they did for the CCN Research Society.

If you are an undergraduate student who would like to become involved with the CCN Research Society and would like more information, please email ccnresearchsociety@gmail.com.



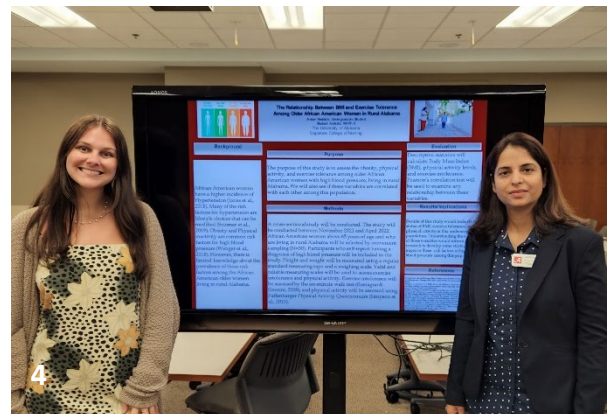
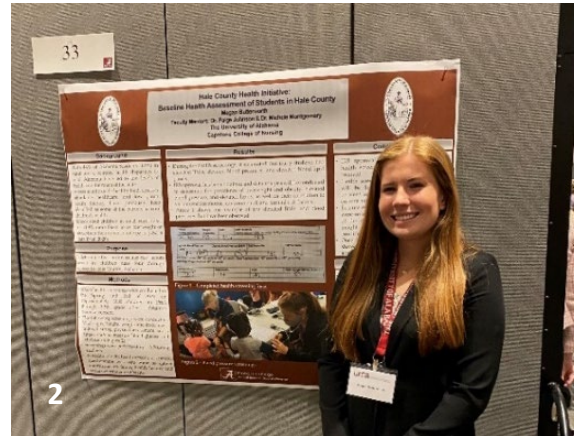
Stella Rogers, President of the CCN Research Society

"Being a part of the CCN Research Society helped jumpstart my professional nursing career by affording me the opportunities to ignite innovation and create change. CCN Research Society helped connect me with faculty that would serve as both research and personal mentors who sought out experiences for me where I was able to institute advancement not only in the nursing profession but also within my individual professional career. During a pandemic where research proved to be ever so vital, I was fortunate enough to be part of multiple research teams that worked to improve the biomechanics of manually placing a patient in the prone position, establish the presence of secondary stressors that contribute towards post-traumatic stress disorder in emergency room nurses, and prove the significance of testing platforms used in web-based courses here at the Capstone College of Nursing. While being a member of these teams, I presented research findings at the Southeast Regional Research Symposium and a Capstone College of Nursing Scholarship Showcase. I am also almost ready to submit a manuscript. These experiences opened the doors for the possibility of admission into multiple PhD programs while only just now beginning my career. As I begin my professional nursing career in July at Mayo Clinic in Rochester, Minnesota, I have CCN Research Society to thank for providing me with leadership abilities, mentorship, and professional development freedom."

-Stella Rogers

Undergraduate Research and Creative Activity Conference

The Undergraduate Research and Creative Activity Conference (URCA) is a premier annual event at The University of Alabama that provides undergraduates an opportunity to highlight their research or creative activities they have completed under the supervision of a faculty mentor. In addition to bringing attention to the excellent work of University students, URCA allows students to gain experience presenting their work through poster and/or oral presentations. This year's conference was held at the Bryant Conference Center on Monday, April 4. Several nursing students participated in this event. Their projects are pictured below.



1. Students: Jane Lipsett and Jenna Snow; Project: Self-efficacy toward airway clearance therapy, medication, and utilization of sexual and reproductive health care services; Faculty Mentor: Dr. Janet Brown
2. Student: Megan Butterworth; Project: Hale County Health Initiative: Baseline Health Assessment of students in Hale County; Faculty Mentors: Drs. Paige Johnson and Michele Montgomery
3. Students: Kate Graziano, Haley McAtee, and Ana Miller; Project: Self-efficacy in Cystic Fibrosis Patients: A Qualitative Examination; Faculty Mentor: Dr. Janet Brown
4. Student: Amber Redish; Project: The Relationship between BMI and Exercise Tolerance among Older African American Women in Rural Alabama; Faculty Mentor: Dr. Mudasir Andrabi

Undergraduate Research Award

The Undergraduate Research Award is to recognize upper division undergraduate students who have contributed to a faculty mentored research project and demonstrated excellence in completing research tasks. The nominee must be registered as an upper division undergraduate student in good standing in the Capstone College of Nursing and meet the following criteria: must have contributed significantly to a faculty research project or demonstrated excellence in executing their own research project and must demonstrate skills and ability to conduct research. The Undergraduate Research Award is awarded by the Scholarly Affairs Committee.

We can say without hesitation that Megan's efforts on this project have positively impacted the success of our projects. She has been an instrumental part of each step of the research process.

-Drs. Paige Johnson and Michele Montgomery

The Spring 2022 Undergraduate Research Award went to Megan Butterworth for her work on the Hale County Health Initiative. Ms. Butterworth was nominated by Drs. Paige Johnson and Michele Montgomery.

FAQs for Proposal Development

How do I let the Office of Scholarly Affairs know about my proposal?

Under Proposal Development on the Research tab of CCN's website, there is a link to let our office know when you are looking to submit a proposal. This can be used to request services from OSA as well.

<https://nursing.ua.edu/research/proposal-development/>

What should I do when I hear the status of my proposal?

Under Proposal Development on the Research tab of CCN's website, there is a link to notify OSA when the status of your submission changes. <https://nursing.ua.edu/research/proposal-development/>

When is the proposal due to Lauren Calhoun to be entered in Cayuse?

The proposal is due, in order to be completely approved in Cayuse, 5 business days prior to the sponsor deadline. However, that information is due to Lauren Calhoun **9 business days prior to the sponsor deadline** so there is time for her to enter information for faculty and then time for all the various investigators, department chairs, and deans to review and certify.

How do I create an IPF in Cayuse to be compliant with University review?

Lauren Calhoun will create the IPF for you. Just complete the survey under Proposal Development on the Research tab of CCN's website to provide the information needed. Then, look for the email you will receive from Cayuse so you may certify the IPF. <https://nursing.ua.edu/research/proposal-development/>

Is Proposal Discussion & Review Group (PDG) required?

Yes, PDG is required for all internal and external proposal submissions.

How do I create a budget?

OSA provides budget resources and consultations. Contact Lauren Calhoun to set up an appointment. Budget resources are available at <https://alabama.app.box.com/s/yfgmxuz6s75m43e45illb6zr0a8jshs0/folder/127202119568>.



How do I request statistical help?

Dr. Christina Glenn can provide statistical consultations. Her availability and a link to request an appointment are available at <https://nursing.ua.edu/research/contacts-resources/>.

How do I request Graduate Research Assistant (GRA) help?

GRAs are available to help faculty with various research needs. There is a link to request GRA assistance at <https://nursing.ua.edu/research/contacts-resources/>.

Where should I look for funding opportunities?

OSA lists several funding sources on the website at <https://nursing.ua.edu/research/find-funding-2/>. Lauren Calhoun also sends a weekly Funding Opportunity Digest. Contact Lauren Calhoun if you do not receive this funding opportunity email.

Funded Proposals

The Office of Scholarly Affairs wants to highlight the hard work faculty and staff put into submitting proposals. Below is a list of funded proposals for the 2021-2022 academic year. Whether or not they were funded, thank you to all who submitted proposals! Your work is advancing the research and scholarly efforts of the College.

Andrabi, M. (PI), Mumba, M. (Co-I), Key, B., (Consultant) & Motl, R., (Consultant). Physical Activity Program for Cardiac Health among Older African American Populations Living in Rural Alabama: Needs Assessment and Initial Development. National Institute on Aging and Resource Center for Minority Aging Research (RCMAR). \$25,000.

Barron, K. (PI). (2021) Exploring the Impact of Sociocultural and Behavioral Factors on Engagement in Physical Activity and Knowledge of Cardiovascular Disease among Young and Middle-Age African Americans. Emerging Community Engagement Scholars Program. \$3,000

Bartlett, R. (PI), Johnson, P. (Co-I), Mumba, M. (Co-I), Montgomery, M. (Co-I), Lester, B. (Co-I), Key, B. (Co-I), **Cheshire, M. (Co-I), Kaylor, S. (Co-I), Townsend, H. (Co-I), Glenn, C. (Co-I), & Horton, A. (Co-I)**. (funded, March 2022). A Bridge to College Success for Rural Alabamians. Alabama Commission on Higher Education (ACHE): Summer Bridge Program Grants. \$91,000.

Bartlett, T.R., Montgomery, M., Mumba, M., Johnson, P., Lester, B., Key, B. The Health Sciences & Technology Academy-Alabama (HSTA-AL). NIGMS/NIH, Science Education Partnership Award (SEPA). \$1,265,449.

Fort Deposit (PI), **Wood, F. (Consultant)** Advancing Health Literacy in the Alabama Black Belt. Funded by the United States Department of Health and Human Services Office of Minority Health. \$2,992,292.

Mancus, G. (PI), Bombachika, B. (PI) **Horton, A. (Co-I), Johnson, P. (Co-I)**. Global Nursing Education Rural Vaccine Project. Matson Halverson Christiansen Hamilton Foundation. Global Rural Nursing Virtual Collaboration Learning Grant. \$5,000.

Montgomery, M. (PI). Nursing Faculty Loan Program. Department of Health and Human Services. Health Resources and Services Administration. \$606,207.

Mumba, M. (PI) Mugoya, G, Glenn, A., Allen, R., Albright, D., Davis, L., Richman, J. A Mindfulness and Peer Mentoring Program to Improve Adherence to Medication Assisted Treatment for Opioid Use Disorders. National Institutes of Health. \$705,058.

Mumba, M. (PI), Mugoya, G. (Co-I), Witte, T. (Co-I), Tice, J. (Co-I), **Andrabi, M. (Co-I)**, Jaiswal, J. (Co-I), Capster, D. (Co-I). Behavioral Health Workforce Education and Training Program. Health Resources and Services Administration. Mental and Behavioral Health Education and Training Grants. \$2,150,033

Nickelson, J. E. (Principal), **Lee, A. S. D. (Co-Principal)**, Pawloski, L. (Co-Principal), Burgess, K. B. (Co-Principal), McDonald, J. T. (Co-Principal). Creating a model for accessible and sustainable social support to improve breastfeeding outcomes in rural Alabama: A pilot study, ALRI, The University of Alabama, \$24,927.



Payne-Foster, P. (Co-PI) & **Wedgeworth, M. (Co-PI)**. (2021-2022, in progress). To Treat Me, You Must Know Me: LGBTQ+ Provider Training in Walker County, AL. The LGBTQ Fund of the Community Foundation of Greater Birmingham. \$5,000.

Skinner, C. (PI), Crowther, M., Tamer, E., **Lee, A.**, Friend, M., Lisle, H., Steiner, A., & Culmer, N. (2021). Reducing Maternal Health Disparities in Rural Alabama. HRSA. \$1,487,910.00

Smith, T. (Principal, 50%), Culmer, N. (Co-Principal, 50%). (11/01/2021). Expanding Access to Emergency Care by Enhancing Communications Between Emergency Medical Services and Rural Hospitals through Ambulance-Based Telemedicine in Rural Alabama Communities. U.S. Department of Agriculture (USDA), Rural Utilities Services, Distance Learning and Technology. \$1,147,658.60.

Smith, T. B. (co-PI), Culmer, N. P. (co-PI), Berryhill, M. B. (investigator), Mukherji, P. (consultant) & Ogden, S. (consultant). (6/1/2021 – 5/31/2023). National Institute of Health, National Institute of Dental and Craniofacial Research, National Dental Practice-Based Research Network Infrastructure Access (X01). Mental Health Screening and Referral to Treatment in Dental Practices. \$39,195.

Sveltov (PI), **Gibson, D. (Co-I)** Phospholipid antimetabolite lipid ether amines for topical treatment of chronic wounds and associated biofilms. National Institutes of Health. NIDDK. Integumed Subaward. \$54,322.

Townsend, H. (PI), **Hobbs, J. (Co-PI)** and **Cole, H. (Consultant)**. (2021) Confidence in counseling: Exploring virtual simulation in sexual health care delivery. ORED Internal Grant. University of Alabama. \$11,376.

Townsend, H. (PI). Barriers to Sexual and Mental Health Services in Rural Alabama. Capstone College of Nursing. 2021 Summer Seed Grant Saxon Endowment. \$15,000.

Townsend, H., Kaylor, S., Johnson, P. Knowledge for All: Increasing COVID-19 Vaccine Confidence in Alabama Healthcare Workers and Communities. American Association of Colleges of Nursing. Building COVID-19 Vaccine Confidence Among Nurses and in Communities. \$70,000.

Welch, T. (PI). Competency and Competency Development for Nursing Leadership in Rural Hospitals. Rural Nurses Organization. \$500.

Welch, T.D. (PI). Competency Assessment and Development: A Needs Assessment for Nursing Leadership in Rural Hospitals in the Alabama Black Belt Region. Capstone College of Nursing. 2021 Summer Seed Grant Saxon Endowment. \$15,000.

Wood, F. (PI), Anderson, B. (Co-PI), **Oliver, J. (Co-PI)**, Payne-Foster, P. (Co-PI), Bui, C. (Co-PI), & Newman, S. (Co-PI). Racial Disparities in Kidney Disease and Treatment. Funded by CVS. \$379,683.

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Research Assistants:
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Publication Highlight

Welch, T.D. & Smith, T.B. (2021). Anatomy of the Business Case. *Nursing Administration Quarterly*, 46(1), 88-95. doi: 10.1097/NAQ.0000000000000498

In *Anatomy of a Business Case*, Drs. Teresa D. Welch and Todd B. Smith teamed up to describe an effective tool that nurse leaders can use to develop, write, present, and market ideas that translate the art of nursing into the business of health care: the business case plan (BCP). Developing the BCP is a structured process that provides nurses a way to transform ideas for a quality improvement initiative or new service line into a compelling product. This tool creates a product that includes not just the initiative proposal but also a market analysis, key performance measures, the return on investment, and other business-focused advantages that create a comprehensive argument for the idea to be funded.

Drs. Welch and Smith provide an overview of the required elements of the BCP as well as definitions and steps contained within each of those elements:

Executive Summary: The executive summary is the cliff note of your plan. It should be no more than 1-2 pages and can be comprised of bullets. Because it is a summary, it should be written *after* completing the other sections.

Proposal: This section, which describes the actual proposal, should have three sub-sections that include as much compelling data as possible and be aligned with the organization's mission, vision, and strategy: 1) current environment; 2) analysis of the problem to be solved; 3) the solution.

Alternative options: In this section, present the reader with at least two other options to solving the identified problem. One option can be remaining "as is" or status quo, but it is important to describe the financial or quality consequences of doing so.

SWOT Analysis: Strengths, weaknesses, opportunities, and threats (SWOT) analysis is a commonly used strategy development tool that enables critical and early analysis of supporting and restraining forces in the initiative's internal and external environment. A key part of the SWOT is a market analysis, which describes who the customers, competitors, and potential partners are.

Goals and Objectives: This section lays out a clear vision of what success looks like in the form of long-term goals and detailed objectives which should include specific actions and performance measures. Ensure you have researched evidence-based best practices and have a broad understanding of organizational, regulatory, and national benchmarks related to the initiative.

Implementation Plan/Timeline: This section lays out a visual timeline of important milestones, and deliverables with expected completion dates. This section can also include roles of team members.

Program Evaluation: This section describes the plan for ongoing monitoring and assurance of quality outcomes. It must include clear data-based performance measures and well-articulated plans for adaptation based on continuous feedback.

Financial Data and Projections: This section, a comprehensive financial picture of the project, is crucial for its success. A core concept for this section is return on investment (ROI) which can include revenue generation and/or cost savings. This final BCP element should include sub-sections on benefits, risks, and recommendations. Benefits can be defined in terms of productivity, improved reimbursement rates, or softer outcomes such as staff morale; risks can be defined as those related to the proposed solution but also risks related to the alternative options; recommendations should focus on why the proposed solution is the most compelling, based on demonstrated ROI. Graphics are ideal in this section.

Summary: This final section should highlight the critical parts of the solutions, emphasizing those compelling details you want decision-makers and stakeholders to walk away with.

Drs. Welch and Smith make a convincing case for the utility of the BCP, a structured and comprehensive framework which can support nurses to bridge the language gap between nursing and business, and to develop, design, evaluate, communicate, and ultimately fund their patient-centered innovations.

