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Social Media Use to Build Capacity in Nonprofit Maternal Mental Health Organizations

Brandy Lynn Abbott
Walden University

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Walden University

College of Social and Behavioral Sciences

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Brandy Lynn Abbott

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Dr. Scott Friedman, Committee Member, Psychology Faculty
Dr. Richard Thompson, University Reviewer, Psychology Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
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Abstract

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by

Brandy L. Abbott

MS, Chatham University, 2002

BA, Allegheny College, 1998

Doctoral Study Submitted in Partial Fulfillment
of the Requirements for the Degree of
Doctor of Psychology in Behavioral Health Leadership

Walden University

May 2021

Abstract

Capacity building is key to organizational sustainability in the competitive environment of nonprofit behavioral health organizations. Strategic use of social media plays a prominent role in fundraising and stakeholder engagement to support capacity building. The aim of this study was to examine the use of social media by maternal mental health nonprofit organizations to increase income for the purpose of capacity development. The Baldrige Excellence Framework was used to ground this descriptive, multiple case study of four organizations in the United States. The primary data sources were public social media posts and statistics, organizational websites and documents, and data from a review of academic literature. Findings indicated variability in the organizations' use of social media for fundraising purposes and limited application of social media fundraising best practices as identified in the academic literature. Recommendations based on findings include performing a social media needs assessment, developing and expanding social media capacity, hiring and training staff proficient with social media, creating a sense of urgency for donors, and exploring opportunities specific to each social media platform for fundraising. This study contributes to positive social change through the identification of opportunities to improve use of social media platforms for organizational capacity development, thereby ensuring sustainability and growth of maternal mental health support services for communities in need.

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Table of Contents

List of Tables	iv
Section 1a: The Behavioral Health Organization	1
Introduction.....	1
Practice Problem	3
Purpose.....	5
Significance.....	7
Summary and Transition.....	8
Section 1b: Organizational Profile.....	9
Introduction.....	9
Organizational Profile and Key Factors.....	9
Organization A.....	9
Organization B	11
Organization C	12
Organization D.....	13
Organizational Background and Context.....	14
Summary and Transition.....	16
Section 2: Background and Approach—Leadership Strategy and Assessment.....	18
Introduction.....	18
Supporting Literature	18
Organizational Capacity.....	19
Fundraising	20

Social Media	22
Maternal Mental Health	27
Sources of Evidence.....	29
Leadership Strategy and Assessment.....	31
Clients/Population Served.....	35
Analytical Strategy.....	38
Summary and Transition.....	39
Section 3: Measurement, Analysis, and Knowledge Management Components of	
the Organization.....	42
Introduction.....	42
Workforce	44
Workforce Engagement	47
Knowledge Management	54
Access to Information and Knowledge.....	55
Operations	56
Innovation	57
Operational Effectiveness	60
Managing Costs	60
Performance Measurement	61
Summary and Transition.....	62
Section 4: Results—Analysis, Implications, and Preparation of Findings	64
Introduction.....	64

Analysis, Results, and Implications	64
Analytic Procedures	64
Social Media Fundraising Best Practices.....	72
Individual Organizational Analyses.....	78
Multiple Case Comparison and Analysis.....	91
Finding 1: Effectiveness of Maternal Mental Health Social Media Fundraising Activity Can Be Improved.....	93
Finding 2: Funding Transparency Can Be Improved	98
Finding 3: Social Media Fundraising Communication Strategies Are Needed	100
Implications.....	102
Strengths and Limitations of the Study.....	104
Summary and Transition.....	105
Section 5: Recommendations and Conclusion.....	106
Recommendations.....	106
Recommendation 1: Complete Social Media Audit/Needs Assessment	107
Recommendation 2: Develop Social Media Use Capacity	108
Recommendation 3: Develop a Social Media Fundraising Strategy	112
Future Studies	114
Conclusion	115
References.....	118

List of Tables

Table 1. Organizational Background of Behavioral Health Organizations	15
Table 2. Organizational Component Assessment for Individual Nonprofits.....	43
Table 3. Individual Nonprofit Organizational Composition.....	47
Table 4. Organizational Volunteer Management Models.....	50
Table 5. Active Social Media Platforms in use by the Four Nonprofits.....	57
Table 6. Organizational Data Sources	65
Table 7. Theme and Coding Framework	70
Table 8. Excerpt of Coded Facebook Post (Organization D)	72
Table 9. Organizational Use of Social Media Fundraising Best Practices	77
Table 10. Organization A Frequency Count of Social Media Posts (November 2020– January 2021).....	79
Table 11. Organization B Frequency Count of Social Media Posts (November 2020– January 2021).....	82
Table 12. Organization C Frequency Count of Social Media Posts (November 2020– January 2021).....	85
Table 13. Organization D Frequency Count of Social Media Posts (November 2020– January 2021).....	89
Table 14. Total Posts with Fundraising Content vs. Other Themes	92
Table 15. Comparison of Yearly Fundraising Data Across Organizations	94
Table 16. Post Length Across all Platforms.....	97
Table 17. Post Content Across Organizations	98

Table 18. Best Practice Adherence by Social Media Platform..... 102

Section 1a: The Behavioral Health Organization

Introduction

The goal of this multiple case study was to provide the background research and recommendations necessary for maternal mental health nonprofit organizations (NPO) to pursue social media to support organizational capacity. A case study format allowed for the measurement and comparison of various social media platform fundraising approaches by four maternal mental health NPOs. These organizations are referred to within the study as Organization A, Organization B, Organization C, and Organization D to maintain anonymity.

Organization A was launched in 2013 after the leader lost his wife to suicide as a result of post-partum psychosis (Organization A Website, 2020). The purpose of the organization is to raise money and awareness to help other families affected by perinatal depression (PND), which can be experienced during any stage of pregnancy and post-partum. As a result of his own fundraising initiatives, along with the partnerships forged with a local hospital and foundations, the leader of the organization was able to raise the \$2.5 million needed to complete and open a Center for Perinatal Mental Health in the eastern United States to diagnose, treat, and assist mothers and families battling PND (Organization A Website, 2020). Though the center has secured appropriate funding and partnerships to create a sustainability plan, after 6 years, Organization A is still working to secure funding to hire full-time staff to manage operations and work to develop and launch new initiatives.

Organization B was established in 1998 to create a resource for the support and education of perinatal mood and anxiety disorders (Organization B Website, 2020). The NPO was co-founded by two women after they each individually experienced the gaps in treatment, support services, and education of postpartum depression and postpartum psychosis. The organization's goal is to empower mothers, families, and the community to help improve the lives of families impacted by maternal mental health issues in a particular state in the northeastern United States. Organization B provides many of its services free of charge to their state residents in need of services, therefore fundraising is essential to their continued operations.

Organization C started out in 2011 initially as a local nonprofit in the western United States and has since grown into a nationwide organization whose mission is to eliminate the disparities in maternal mental health care across the country (Organization C Website, 2020). In addition to supporting local and grassroots efforts, Organization C has advocated for national policy and systems changes to aggressively tackle this nationwide health crisis that impacts up to 20% of new and expectant mothers (Organization C Website, 2020). Fundraising is important to this organization to allow its original local efforts to be taken to a national level and impact multi-state and national policy regarding maternal mental health.

The fourth organization, Organization D, is a peer-run and peer-focused nonprofit based in the western United States, which works to provide information and resources not only to the women and families impacted with postpartum anxiety and mood disorders but to those professionals that serve this population as well (Organization D Website,

2020). The newest of the organizations in the study, Organization D was founded in 2015 by a female leader to tackle the gaps in care for mothers diagnosed with perinatal mood and anxiety disorders in the county where she resides (Organization D Website, 2020). This organization focuses on women needing services in one county in the western United States. It is smaller in size than the other three organizations and is peer-run, so it relies on fundraising for sustainability.

Practice Problem

All organizations, whether for-profit or nonprofit, strive for accomplishment of goals, long-term organizational capacity, as well as efficiency of operations (Berry, 2017). A sound organizational structure and cohesive strategic plan are necessary to attain these objectives (Berry, 2017). When looking at the nonprofit sector, establishing a functioning entity for lasting organizational capacity and efficiency is a more difficult task (Andersson, 2019). As a result, NPOs of all sizes, regardless of their cause, often face several challenges establishing and maintaining organizational capacity. For the purposes of this doctoral study, organizational capacity is defined as “a set of attributes that help or enable an organization fulfill its missions” (Eisinger, 2002, p. 117).

Although research has focused on the early challenges faced by for-profit organizations, there is less research regarding the growing phase of start-up and its importance for NPOs (Yang & Aldrich, 2017). One of these primary areas of concern is organizational capacity, including operations, leadership, and planning, which all contribute to achieving the goals of the NPO (Sun & Asencio, 2019). This focus on organizational capacity is important throughout every phase of an organization’s life

cycle to contribute to mission fulfillment (Sun & Asencio, 2019). Organizational capacity encompasses knowledge and resources available to a specific organization that enable them to solve problems and achieve goals (Zhang et al., 2017). Building capacity is vital to NPOs with any focus, but particularly to mental health nonprofits that tend to rely on donors and fundraising to keep their programs operational (Boles, 2013). Opportunities for fundraising and adding capital to the organization allow for additional work toward goal achievement. Sustaining current donor interest and reaching new donors is a challenge as more nonprofits compete for funds (Davis & Moscato, 2018). Individuals that support NPOs can act as efficient fundraisers if they share their message of support with others (Nageswarakurukkal et al., 2020).

One way in which NPOs have begun to address deficiencies in organizational capacity, with a particular lens on fundraising, has been the use of social media. With the explosion of various formats of social media and networking, many NPOs have started to rely more on social media to boost organizational capacity (Sun & Asencio, 2019). Social media-based fundraising and donation practices have allowed NPOs to engage with a new, larger, and younger target base to attract additional donation dollars (Saxton & Wang, 2014). This has provided opportunities for innovation in the nonprofit sector that is vital to organizational capacity (Saxton & Wang, 2014). To expand and increase the performance of nonprofits, investments have increased for many organizations, but many are still looking for outlets, such as social media, as primary tools to drive donations, volunteer registration, and overall interest in their cause and stability for the organization.

Behavioral health leaders of NPOs can benefit from knowing how social media influences and impacts behavioral health sustainability to drive volunteerism, increase fundraising efforts, and guide overall organizational capacity (Sun & Asencio, 2019). The general organizational problem is determining how leaders of NPOs can utilize social media strategy to impact long-term organizational capacity through the emerging phenomenon of online giving. Through the lens of organizational life cycle theory, the premise is that the organization will develop through various concrete stages that allow for leaders within these nonprofits to articulate strategies to combat issues that may confront the organization in the future (Herrmann, 2011). As a complement to traditional outreach strategies, social media is creating new opportunities for NPOs to disseminate information regarding health promotion to their target group (Vedel et al., 2020). The affordability, popularity, and prevalent use of various social media platforms has made these tools attractive to NPOs to increase their level of competitiveness and establish a true business value for the organizations (Kwayu et al., 2018). Assessing the impact of social media use to build nonprofit organizational capacity can lend to a stronger tactic for public outreach and information dissemination to promote each organization's mission, vision, cause and to raise funds.

Purpose

The purpose of this multiple case study was to examine the use of social media by maternal mental health NPOs to increase funds/income and overall organizational capacity. Although all social media was examined, specific attention during data collection was given to three major social media platforms: Facebook, Instagram, and

Twitter. The focus was on how the leadership within the behavioral health nonprofits targeted at maternal mental health can utilize social media platforms to increase fundraising opportunities. Approximately 10% of pregnant women and 13% of those that give birth will develop some sort of mental health disorder (Dossett et al., 2018). The effects of PND and anxiety are not only limited to the mother but can extend to the partner relationships and child outcomes (Pilkington et al., 2017). This means that in addition to already being in a competitive environment with other NPOs to raise money, the increase in perinatal mental health disorders is also causing an increase in the need for funds (Auger, 2013).

Multiple case study methodology was used for analysis of each case as well as comparison across cases (Baxter & Jack, 2010). The general sources used for this study included each organization's website, publicly available information regarding social media usage, and any public donor records and relevant financial information. The study also used the Baldrige Excellence Framework for health care as the overall framework for the study (National Institute of Standards and Technology [NIST], 2019). This framework allows organizations to examine strengths and opportunities for improvement across a variety of performance categories to assist in increasing organizational capacity and effectiveness (NIST, 2019).

The goal of this multiple case study was to provide the background research and recommendations to support maternal mental health NPO's understanding of social media utilization to support organizational capacity specific to fundraising opportunities for the organization. This research can help organizational leaders gain insight into

business areas requiring further evaluation and highlighting current patterns of social media use (positive and negative) within similar settings.

Significance

The organizations at the focus of this doctoral study were Organizations A, B, C, and D. The creation of each of these NPOs were a result of individuals in different locations throughout the United States recognizing a gap in services and support for mothers and families being impacted by various maternal mental health diagnoses. Each organization has taken a slightly different approach to their funding, structure, and scale of operation, but they have all integrated the use of social media as a key approach to spreading their mission and vision as well as increasing visibility and organizational capacity. Further, they all share similar challenges in terms of fundraising needs considering increased competition in the nonprofit sector.

Currently, there is little research regarding how nonprofit organization social media use impacts the organizational capacity (Sun & Asencio, 2019). This study can add to the body of knowledge offering additional insight to nonprofit behavioral health organizations regarding organizational capacity, with specific focus on social media strategy and fundraising. By examining these four organizations, which are in various stages of new initiatives and organizational development, I identified common practices for social media use in the nonprofit realm that increase organizational capacity and promote fundraising. This adds understanding to the overall impact that social media campaigns can have on NPOs in relation to spreading their mission and vision, soliciting donations, and increasing participation and volunteerism (see Raman, 2016). Behavioral

health leaders can benefit from knowing how social media fundraising influences and impacts behavioral health growth.

Summary and Transition

The scholarly evidence supports this study's purpose of exploring organizational capacity building through the lens of non-profit leadership. The study provided understanding of how four maternal mental health organizations use social media for fundraising to support capacity building. The practice problem, the impact of social media strategy use on organizational capacity of behavioral health non-profit organizations in relation to fundraising, is an impediment faced by many behavioral health organizations (Sun & Asencio, 2019). By examining the practice problem within the Baldrige Excellence Framework, it was possible to create a systematic overview of how leadership within these behavioral health organizations can grow and sustain their organizations with the assistance of social media (NIST, 2019). The social change implication of this study includes information that can lead to greater direction for these organizations focusing on maternal mental health to reach a broader audience and create a greater positive impact for a vulnerable population (Zhou & Ye, 2019).

Section 1b presents the organizational profiles for the four non-profit behavioral health organizations in this study. These profiles include an overview of each organization's mission, vision, values, services, and general governance. This information provides the context in which to understand the organizations' capacity building and fundraising needs.

Section 1b: Organizational Profile

Introduction

It was the goal of this study to examine the use of social media by NPOs to increase funds/income and overall organizational capacity. Though each of the NPOs examined has been in existence for varying lengths of time with varying degrees of success, each one has the similar goal of making a positive impact on maternal mental health in the United States. Each organization is a tax-exempt nonprofit 501(c)(3) with specific financial regulatory requirements and restrictions that must be followed (Internal Revenue Service [IRS], 2019). Though for-profit organizations have made use of the transformative power of social media, nonprofits are still working to catch up with the new communication practices that can be applied to social change initiatives (Raman, 2016). This study provides greater direction for these organizations focusing on maternal mental health to reach a broader audience and create a greater positive impact on such a vulnerable population. It also assisted the leaders within these specific organizations with developing and disseminating a social media strategy that will create a positive impact on their organizational capacity and fundraising capabilities. This section explores each organizational profile, key factors, organizational background, and context for the doctoral study.

Organizational Profile and Key Factors

Organization A

Organization A was founded in 2013 and is a 501(c)(3) located in the northeastern United States. The mission of this organization is to assist women and families impacted

by perinatal mood and anxiety disorders become aware of postpartum warning signs and increase access to receive the help that they need (Organization A Website, 2020). The vision is to create access for all so that no individual or family must experience the loss of a loved one due to severe postpartum depression. The organization values empowerment of the mother to bond with the baby and encourage healthy development through guidance from a variety of specialists ranging from infant care to lactation support (Organization A Website, 2020).

There was limited publicly available information regarding the governance structure of Organization A. However, the foundation is operated solely by a volunteer board without an executive director or full-time staff to run the day-to-day operations for the organization (Organization A Website, 2020). The details available regarding the hierarchy of the organization show that there is a president, vice president, secretary, and treasurer, along with an advisory board and committee members of the board. The organization is a resource for new mothers and their families to help identify warning signs for those impacted by perinatal mood and anxiety disorders (Organization A Website, 2020). The organization can connect potential clients with access to services within the hospital network of a local health system. Although the organization is a separate entity and nonprofit organization, they have a strong partnership with this local health system, which is prominently referenced on Organization A's website. As a separate entity, the organization has partnerships or affiliations with other organizations, but it is financially and operationally independent. Organization A currently has a social media presence on Facebook, Twitter, Instagram, and their own organizational website.

Organization B

Organization B was founded in 1998 and is a 501(c)(3) located in the northeastern United States. Its mission is to increase awareness and access to care for maternal mental health issues, and the vision is to create and expand networks of support and care into every county across the state (Organization B Website, 2020). Organization B is a nonprofit organization that strives to provide mothers and fathers with confidential support, educational information, healthcare, and resources free of charge to help combat perinatal mood and anxiety disorders (Organization B Website, 2020). By empowering parents and communities with these tools to address maternal mental health, they seek to improve the lives of families in all types of communities.

The governance structure of Organization B consists of an executive director, with the support of an established staff, board of directors, and an advisory board. It is not specified on the organization's website the exact number of current staff. This governance structure, which has been in place since the launch of the organization, allows for a system of strategic planning and execution of mission and vision to promote continued growth of the organization. The organization offers prevention programs, screening and awareness campaigns, support groups, and education and training for mental health professionals and volunteers to educate them on how to identify perinatal mood and anxiety disorders and resources and services to address those needs (Organization B Website, 2020). The organization also operates a toll-free statewide helpline for those needing services related to perinatal mental health issues. The nonprofit is not governed by another parent organization, but there are several partnerships with

public and private organizations to help extend the network of services to individuals served across the state. Organization B currently has a social media presence on Facebook, Twitter, Instagram, and their own organizational website.

Organization C

Organization C was founded in 2011 and is a 501(c)(3) located in the western region of the United States. The mission of Organization C is to identify and eliminate gaps that exist in maternal mental health care by offering educational programs, advocating for change on behalf of mothers and collaborating with like-minded organizations (Organization C Website, 2020). Organization C is led by the founder and executive director. Additionally, there is a board of directors, advisory board, and a team of contract employees responsible for graphic design, policy and project management, and partnership outreach and development (Organization C Website, 2020). The organization's leaders have created partnerships with larger organizations with similar missions to capitalize on additional resources and support sustainability. Based on the use of contract employees, it is not clear from the organization's website the total number of employees on staff (Organization C Website, 2020).

Organization C promotes their mission and vision by presenting at conferences, supporting, and spearheading regulatory and legislative action in relation to maternal mental health, and partnering with well-established organizations to increase awareness of their cause (Organization C Website, 2020). They maintain these partnerships and advocate via social media campaigns as their core function in the fight against perinatal mood disorders and anxiety. The organization offers training to health professionals and

peer volunteers, advocates for legislation to support maternal mental health initiatives, and fundraises to support their awareness campaigns (Organization C Website, 2020).

The organization is an independent entity but has multiple partnerships with other maternal mental health organizations and medical advocacy groups to promote their cause. This allows them to be financially and operationally independent, despite these affiliations. Organization C currently has a social media presence on Facebook, Twitter, Instagram, an active blog, and their own organizational website.

Organization D

Organization D was founded in 2015 and is a 501(c)(3) located in the western region of the United States. It is a peer-run and peer-focused nonprofit organization with a mission to help women and their families battling postpartum mood disorders and anxiety (Organization D Website, 2020). They also work to educate and support the behavioral healthcare professionals that work with this population. The vision is to connect individuals and families with the appropriate resources to identify and treat pregnancy-related mental health issues. The organization engages the community and uses existing resources to empower families to improve their lives as well as to advocate for change needed within the community to help these impacted individuals.

The governance of Organization D is led by the founder and executive director, with the assistance of a director of marketing & communications (Organization D Website, 2020). These two staff members drive the strategy of the organization with no additional assistance from a parent organization. Specifically, the director of marketing & communications is responsible for the nonprofit's online presence and overall social

media strategy to increase awareness of their cause and to escalate community engagement. The rest of the staff is composed of peer volunteers. The organization offers information, resources, and access to support groups to assist new and expectant mothers and their families obtain help with postpartum depression and other perinatal mood disorders (Organization D Website, 2020). Organization D currently has a social media presence on Facebook, Twitter, Instagram, and their own organizational website.

Organizational Background and Context

With an increased influx of organizations in the nonprofit sector all competing for attention and funding from potential donors, it is becoming more difficult for NPOs to get the attention and keep the attention of their target audience (Guo & Saxton, 2018). Social media has the potential to impact a wide variety of management practices in NPOs, particularly in respect to increasing capacity to engage stakeholders (Campbell et al., 2014). Social media allows NPOs to appeal to their current donor base, filter into the social networks of their current donors, and attract a new set of donors (Zhou & Ye, 2019). The aim of this study was to examine the use of social media by NPOs to increase funds/income and therefore, overall organizational capacity.

Table 1 provides detail regarding organizational background and context for each of the organizations in the current study. As shown in Table 1, all the organizations serve similar demographics. They all operate within the United States in primarily urban settings. All have 501(c)(3) status and share the common mission of supporting

individuals and families affected by maternal mental health problems but use varying strategic directions to achieve that goal.

Table 1

Organizational Background of Behavioral Health Organizations

	Demographics	Community Setting	Regulatory Environment	Mission/Strategic Direction
Organization A (est. 2013)	New and expectant mothers, children, and partners	Urban location in the Northeastern region of the United States	501(c)(3) status; must adhere to financial regulatory requirements and restrictions; follow IRS rules regarding publications, record keeping and disclosures (IRS, 2019)	Focus on connecting clients with services and providers; fundraising
Organization B (est. 1998)	New and expectant mothers, children, and partners; peer volunteers; healthcare providers	Urban and suburban locations in the Northeastern region of the United States	501(c)(3) status; must adhere to financial regulatory requirements and restrictions; follow IRS rules regarding publications, record keeping and disclosures	Training providers, lobbying, and promoting regulatory initiatives; fundraising
Organization C (est. 2011)	New and expectant mothers, children, and partners; policy makers; healthcare providers	Urban and suburban locations in the Western region of the United States	501(c)(3) status; must adhere to financial regulatory requirements and restrictions; follow IRS rules regarding publications, record keeping and disclosures	Training providers, lobbying, and promoting regulatory initiatives; fundraising
Organization D (est. 2015)	New and expectant mothers, children, and partners; healthcare providers	Urban location in the Western region of the United States	501(c)(3) status; must adhere to financial regulatory requirements and restrictions; follow IRS rules regarding publications, record keeping and disclosures	Focus on connecting clients with services and providers; fundraising

Each of the four organizations reviewed within this study are nonprofits competing for public and private funding to develop and grow their respective organizations. Research suggests that private donors are more likely to contribute to a younger charity if it is receiving government grants (Heutel, 2014). The possible reason for this donor decision is due to trust in the organization associated with the granting of government issued funding (Heutel, 2014). Like a traditional business model, one can look at the system of grants as that of supply and demand (Ashley & Faulk, 2010). On the supply side of the scale are reasonably autonomous foundations that are at liberty to disperse their resources to organizations that seemingly align with their mission, values, and goals (Ashley & Faulk, 2010). On the demand side are a wide variety of NPOs looking for funding from these foundations to serve a diverse spectrum of populations and needs, with the demand almost always exceeding the supply. As a result of increased regulatory scrutiny, the financial efficiency ratios of the nonprofits may have an impact on the number of grants received along with the overall amount total of grant funding (Ashley & Faulk, 2010). This increased battle for funding from all sources, public and private, connects back to how each organization is utilizing and managing their social media presence to draw attention to a specific cause and secure donations to create organizational sustainability.

Summary and Transition

Section 1 gave a general insight into the background and history of each organization as well as the practice problem. The broad overview within this section of each organization's key factors associated with the Baldrige Excellence Framework

(2019) include service delivery, clients, regulatory environment, and mission and strategic direction. Nonprofit organizations around the country are looking to social media platforms to tap into fundraising opportunities to increase organizational capacity and assessing these organizational factors in relation to social media use is central to exploring the practice problem.

Section 2 first examines the literature reviewed to support the study and practice problem. The various sources of evidence used in the study, along with methods of data collection and analysis are described. Details of the leadership structures and management styles within each organization are outlined. Discussion of the populations that are served by each nonprofit and how relationships are built with those populations will be explained. Finally, an explanation of the archival and operational data to be analyzed within the context of the study is shared.

Section 2: Background and Approach—Leadership Strategy and Assessment

Introduction

For a nonprofit organization to achieve success and long-term sustainability, they must work to create a structure that promotes strategy and efficiency to allow for continued sustainability to support their mission and vision (Sun & Asencio, 2019). Many nonprofits are now looking to capitalize on the popularity and increased use of social media platforms to help drive their outreach with the public and, more specifically, drive fundraising and donation opportunities to increase organizational capacity (Xie, 2020). In this section, a review of the supporting literature is addressed. The sources of evidence that were collected in the study will be discussed as well as a description of the organizational leadership strategy and assessment of that strategy. A description of the population served will also be included in the section. Additionally, the process for analyzing the study findings will be reviewed.

Supporting Literature

A comprehensive literature review is fundamental to establishing rationale for a doctoral study, identifying best practices related to the practice problem, and providing background context for relevance of the practice problem (Badenhorst, 2018). For this case study, the primary literature search resource utilized was the Walden University Library, particularly searches in the Thoreau and PsycINFO databases to search subjects across leadership, management, behavioral health, and psychology. Additionally, the four organizational websites, along with relevant governmental web sources such as the IRS, were useful for organizational and related data and context information.

To find the most relevant research associated with the practice problem, I used a list the following keywords and/or descriptors: *organizational capacity, NPO performance, maternal mental health, social media, social media strategy, sustainability, financial sustainability, fundraising, philanthropy, profitability, positive social change, nonprofit enterprise, private donations, and Baldrige Excellence Framework*. I restricted initial searches to peer-reviewed sources published in 2015 or later to ensure up-to-date information and relevance to the topic. Based on lack of available literature in specific content areas, the timeframes were expanded to add to the depth of the literature review.

Organizational Capacity

Organizational capacity is a collection of criteria that assist an organization in achieving its goals (Eisinger, 2002; Sun & Asencio, 2019; Zhang et al., 2017). Whether for-profit or nonprofit, and regardless of the purpose and mission of the organization, all organizations pursue long-term survival, success, and growth through innovative and strategic management of organizational structure and capacity (Berry, 2017). Despite these efforts, most new enterprises and organizations fail within the first few years of operation, with even more failing within the first 4 years of operation (Berry, 2017). For NPOs in particular, the development and dissemination of their social value is crucial for continued success (Berry, 2017).

It has become increasingly important for NPOs to set and assess performance measurements because of the financial and competitive pressure within the sector (Lee & Clerkin, 2017). Based on a systems resource approach, organizational effectiveness implies the ability to acquire and exploit resources to sustain an organization and

accomplish its mission (Eisinger, 2002). Three main components of fulfilling the mission of an organization are related to fundraising, lobbying and market-based needs (Nah & Saxton, 2012). As such, nonprofits have more recently been encouraged to assume more of a traditional business model regarding operational capacity by developing specific marketing and strategic plans (Yusuf & Sloan, 2015). Part of the strategy in improving organizational capacity is introducing innovation into the organization such as focusing on online nonprofit and stakeholder interactions (Lovejoy & Saxton, 2012, p. 338). Further, evaluation of efficacy allows the organization to work toward strategic goals to achieve the mission and vision, and remain accountable to stakeholders (Garcia et al., 2012). By evaluating organizational effectiveness, the NPO can determine whether they should revise their current strategy and marketing position to stay congruent and aligned with their mission and vision, while also reaching the public with their message (Garcia et al., 2012). As demand increases, NPOs are challenged to strengthen their organizational capacity to improve performance (Andersson et al., 2016; Zhang et al., 2017). But NPOs can network with a larger web of nonprofits to engage in capacity building as part of their overall strategy (Chandler & Kennedy, 2015).

Fundraising

Fundraising is one of the key components to capacity building for NPOs. Fundraising is the solicitation of gifts or donations from prospective donors to support the organizational mission (Tempel et al., 2016). Several factors can impact the effectiveness of fundraising such as age of organization, cause type, geographical location, and political and economic environments (Nageswarakurukkal et al., 2020). The more these

organizations invest in their fundraising campaigns, the higher the amount of private donations collected and the greater the impact on organizational capacity (Nageswarakurukkal et al., 2020).

Fundraising is a critical component to survival for any NPO. Donations and grants account for almost half of the nonprofit sector's total revenues (Kim, et al., 2014). To maintain and grow these contributions, it is important for NPOs to establish and deepen relationships with members of the public to facilitate these philanthropic donations (Kim, et al., 2014). The Internet can be an invaluable tool in building these types of relationships. In a general sense, social media has been best used mainly for fundraising and development along with policy advocacy and social change initiatives (Goldkind, 2015). Donations only represent a small fraction of the total revenue for NPOs, so building and managing relationships with stakeholders through the Internet is vital to operations (Erwin & Dias, 2016).

Additionally, as competition increases for donor dollars in a saturated market of NPOs, these organizations need to attract and retain a younger population of financial supporters (Aldridge & Fowles, 2013), which has made online fundraising a priority for NPOs (Aldridge & Fowles, 2013). Millennials are not necessarily as loyal and committed to a particular cause or NPO as their parents may have been in the past (Paulin et al., 2014). The millennial demographic has been inundated with organizations and their various causes through social media avenues and influences from peers, which can cause them to commit resources to various organizations as opposed to consistently supporting one (Paulin et al., 2014). The increased use of the Internet has transformed how

individuals and organizations communicate regarding everything from shopping to political advocacy, and NPOs have had to tap into this network to reach and connect with younger potential donors (Erwin & Dias, 2016).

To engage with potential donors, nonprofits have started hiring staff with sophisticated development and fundraising skill sets, with an emphasis on social media, to help increase their giving base (Kirk, 2018). Larger NPOs with larger social networks have received more money via their social media platforms as compared to those organizations with limited social networks (Saxton & Wang, 2014). Various social media platforms now offer NPOs of all sizes new means by which to communicate and fundraise in contrast to the traditional avenues such as text messages and emails (Nageswarakurukkal et al., 2020). It is especially important for NPOs to rely on social media because of the individual support needed from donors and volunteers along with a general level of support from the public to promote their cause (Auger, 2013). People are more inclined to donate to people that they know as opposed to organizations that they are not as familiar with (Quinton & Fennemore, 2012), and various online media platforms are influencing consumers, particular younger consumers, to be attracted to causes and organizations promoted by their family, friends, and peers (Wallace et al., 2017).

Social Media

Social media refers to Internet applications that allow for users to create and share content (Kaplan & Haenlein, 2010, p. 61). Social media allows for openness, participation and sharing among groups and individuals (Khan et al., 2014). Users can

exchange information, interests, and opinions utilizing the various tools and platforms offered in the current social media landscape (Khan et al., 2014). In the United States, nearly 90% are online, and seven in 10 adults use social media (Liegel et al., 2019).

One of the most productive ways to reach the targeted audience of NPOs is through various social media platforms. Many charities around the world have created an online presence in order to generate awareness, manage their brand, and raise funds (Quinton & Fennemore, 2012). Additionally, social media has helped to communicate with stakeholders and the public (Nah & Saxton, 2015; Xie, 2020, p. 2). Social media platforms can facilitate engagement with stakeholders as well as offer a public good or service in creating value for specific, and potentially marginalized, populations (Maxwell & Carboni, 2016). The use of these platforms has allowed nonprofits to increase their effectiveness in meeting established organizational goals as well as developing and sustaining relationships (Sun & Asencio, 2019).

Despite the power of social media, those in leadership positions at NPOs have perceived challenges regarding the use of social media, including lack of staff, knowledge of the technology and platform functions, time, and resources to manage the online presence of the organization, and possible restrictions from funding sources (Xie, 2020). Additionally, though NPOs continue to increase their usage of social media to garner increased support from stakeholders, at the same time competition for these charitable resources increases among organizations (Feng et al., 2017). To attract attention, and inevitably financial support from donors, NPOs must use their social media strategies efficiently and strategically (Feng et al., 2017). Even though social media has

general low barriers to entry and low-cost per message in respect to other marketing strategies (Saxton & Guo, 2014), NPOs have been slower and less successful than their for-profit counterparts in implementing various social media channels (Soboleva et al., 2017). Historically, NPOs have used social media as a means of one-way communication with external constituencies as opposed to utilizing its potential for active engagement. A majority of NPOs using some type of social media platform (74%) were only using it in a manner allowing for one-way communication instead of a more strategic means for two-way communication (Carboni & Maxwell, 2015). Though NPOs currently use social media to increase awareness of their cause and to have an impact on the community, they miss specific opportunities offered by social media and do not use it to its fullest extent (Boles, 2013).

The typical platforms used by NPOs include websites, Facebook, Twitter, and Instagram (Young, 2017). In 1993, the first useful and widely used program available to navigate the World Wide Web, Mosaic, was launched causing a rapid increase in web use and popularity (Goldsborough, 2018). Developed by two graduate students, Mosaic allowed users to see text and graphics on the same page and click from one site to another (Goldsborough, 2018). Private companies noticed the importance of having a web presence starting around 1996, causing mass commercialization of the web between 1996 and 1998 (Goldsborough, 2018). The web transformed the face of the business landscape and gave rise to social networking platforms like Facebook, Twitter, and Instagram (Goldsborough, 2018).

Facebook is a social media platform that was first launched on February 4, 2004 (Facebook, n.d.). The site was founded by Mark Zuckerberg, Dustin Moskovitz, Chris Hughes, and Eduardo Saverin, and is still currently run by Zuckerberg today. Headquartered in Menlo Park, California, Facebook currently has offices in 70 cities worldwide and has users that share over one billion stories per day on the platform. Facebook's mission is to "give people the power to build community and bring the world closer together." In addition to sharing ideas, photos, and messages, Facebook has a specific section of the platform dedicated to charitable giving. The company has built and provided free tools to its users to collect donations and fundraise for nonprofits through its global interface. Additionally, they offer training on "Facebook Fundraising" to teach users what the key elements of a campaign are and how to best use the site for fundraising.

Twitter was created by Jack Dorsey, Noah Glass, Biz Stone, and Evan Williams in March of 2006 and was launched for public use in July of that same year as a microblogging and interactive social networking site (Twitter, n.d.). The company currently has employees and offices in over 35 locations worldwide and is headquartered in San Francisco, California. In addition to their goals of growing the platform for public use, Twitter also focuses on the power of the platform to promote civic engagement and service for good. They provide skills training for NPOs to share best practices for content and engagement and offer pro bono advertising resources to help NPOs amplify their online fundraising campaigns.

Instagram is a photo and video sharing social networking service. The site originally launched on October 6, 2010 and by December of that same year had one million user accounts (Instagram, n.d.). As of September 2011, 10 million people were actively using Instagram. In April 2012, Instagram joined the Facebook conglomerate. In August of 2016, the site launched Instagram Stories for worldwide use and made a pledge to focus the site on well-being. Users can determine whether posts are shared publicly, or only with pre-approved followers. Content on the site can be browsed using tags and locations to view what types of topics are heavily trending on the platform.

Though the importance of this association between nonprofits and social media continues to increase, the amount of focused research on nonprofits' relationship between organizational capacity and social media use has not kept up (Sun & Asencio, 2019). This is evident in the lack of scholarly inquiry into Facebook user engagement for NPOs even though the use of the social media platform by these organizations has increased dramatically in recent years (Carboni & Maxwell, 2015). The limited research that is available suggests that with the free and interactive nature of platforms like Facebook and Twitter, there is no reason that NPOs should not be using them as a part of their strategic plan (Lovejoy & Saxton, 2012). Social media has effectively changed the landscape of health communication for NPOs, with them primarily using these platforms for messaging and soliciting donations or volunteers (Liegel et al., 2019). Social media allows these organizations to access a low-cost tool for education, engagement, and mobilization, but it is getting harder to be seen and heard with the increase in numbers of organizations using these platforms (Guo & Saxton, 2018). To better understand if these

strategies are working, the NPOs must be looking at audience reaction and analytics to assess effectiveness (Guo & Saxton, 2018).

There continues to be a lack of literature understanding the social media strategy implications on nonprofit organizational capacity (Kwayu et al., 2018). Though formulating and implementing social media strategies is still an on-going challenge for many organizations, a lot of NPOs feel pressure to adopt and learn social media practices because other similar organizations are doing the same (Kwayu et al., 2018).

Organizations can utilize social media platforms to establish a positive reputation with their stakeholders (Gilstrap & Minchow-Proffitt, 2017). People start trusting NPOs when they see regular information being posted on their social media platforms, but not all nonprofits have the number of staff and the staff educated in social media use to take adequate advantage of social media (Gilstrap & Minchow-Proffitt, 2017). Nonprofit industry publications have defined several best practices for social media use including creating a sense of urgency for stakeholders, creating a visual stimulus to cultivate engagement, and how to fund raise on various social media platforms (Gilstrap & Minchow-Proffitt, 2017).

Maternal Mental Health

In addition to creating new opportunities for fundraising, social media has become an increasingly effective tool for advocacy (Chalmers & Shotton, 2016). A main facet in maternal mental health is advocacy and lobbying to promote detection, treatment and education of mothers, partners, and practitioners regarding perinatal mental health. This demand along with the increased use of social media to seek out health information and

assistance has created an important link between the organizations promoting maternal mental health and these social media platforms. With the number of women accessing health professionals for these issues so much less than the estimate of women experiencing perinatal mental health issues, the push for web-based approaches for advocacy and outreach have increased (Makregiorgos et al., 2013; Pilkington et al., 2017). With patient demand for immediate information on the rise, social media use in the healthcare sector has exponentially increased to meet this demand (McCaughey et al., 2014). Perinatal mental health has become a focus for policymakers, researchers, the acute health sector, and health practitioners (Makregiorgos et al., 2013). Postpartum depression and anxiety not only impact the mother as an individual, but also can have a negative impact on the parent/child bond, the quality of parenting and increased risk of child maltreatment (McDonald & Acri, 2018). The incidence of depression and associated risk factors for mental health issues during and following the time of pregnancy are well documented; these issues can strongly influence the health and well-being of the mother, her children, and partners (Gray & Price, 2014).

Approximately 20% of women may experience significant levels of anxiety in the perinatal period, and most of these cases go undetected and untreated (Harrison et al., 2020). Up to 30% of women will exhibit some form of emotional distress before and/or after childbirth; it is notable that this statistic does not include those afflicted with postnatal depression which occurs in one in seven women (Makregiorgos et al., 2013). Research has found that ethnic and minority women are at an even higher risk (Gray & Price, 2014). To reach women across cultures, it is imperative for mental health

practitioners to improve their cultural competence to work in these diverse communities where women may tend to not seek help surrounding mental health issues (Gannann, et al., 2020).

Despite the prevalence of mental health issues in mothers, barriers remain across all cultures and socio-economic statuses in receiving appropriate diagnosis and treatment for perinatal mental health disorders. These barriers include lack of education around mental health issues, stigma, lack of childcare, and inadequate or no health insurance coverage (McDonald & Acri, 2018; Harrison et al., 2020). The issues related to these mental health disorders, if left untreated, can cause delay in accessing prenatal care, increased risk of premature birth, low birth weight, developmental delays in children, lack of bonding between mother and child, and maternal suicide (Dossett et al., 2018). Most mothers and partners impacted by perinatal mental health disorders and mood problems do not seek help (Pilkington et al., 2017). “Therefore, interventions targeting the prevention of depression and anxiety during the transition to parenthood are needed alongside treatment, to optimize parental well-being and infant mental health” (Pilkington et al., 2017).

Sources of Evidence

For the purposes of this research study, a variety of sources of data were examined and analyzed to understand the practice problem. As within the Baldrige Excellence Framework and based on the structure of the four organizations under review, the evidence collected focused on the operational capacity, sustainability, and use of social media for fundraising by the NPOs. Utilizing the process of a multiple case study

to complete this analysis required a reliance on multiple sources of data, including secondary data. Examples of the internal secondary data sources of evidence include the organization's annual reports (as available), accessible public donor records and other pertinent financial records, strategic plans, marketing strategy and social media content and statistics, specifically Facebook analytics. These resources were accessed through each organization's website and other public sources for data collection purposes.

Triangulation, which is defined as the use of multiple data sources to eliminate bias and examine a particular phenomenon, contributes to the quality of data review in the case study through external analysis (Fusch et al., 2018). Both internal and external secondary data sources allowed the researcher to review multiple perspectives in examining best practices in relation to the practice problem. Triangulation can supplement research in that it allows for the use of multiple datasets to help explain several facets of a particular phenomenon being investigated (Noble & Heale, 2019). The use of these various forms of data assisted in legitimizing and increasing the level of integrity of the research methods and study results.

A thorough literature review was conducted examining the efficacy of the use of social media campaigns on organizational capacity, overall promotion of mission, and fundraising. These resources were utilized in examining opportunities for growth, appropriate social media marketing strategies for nonprofits, and overall influence of social media use on organizational capacity for behavioral health organizations. The data collection, analysis, and review of literature were a crucial part of the process in

understanding each behavioral health organization's performance within the scope of the Baldrige Excellence Framework.

Leadership Strategy and Assessment

Through the lens of the Baldrige Excellence Framework, leadership strategy is a core component in a behavioral health organization's effort to achieve growth and long-term sustainability (NIST, 2019). One of the primary facets that attributes to an organization's overall success is the commitment shown to strategic planning. If the leadership team within an organization fails to implement, refine, and maintain a strategic planning process, they leave themselves open to unexpected issues that could cause vulnerability leading to overall organizational failure (Bryson, 2018). Stakeholders, along with mission, vision, and values are perhaps the two most important variables impacting leadership strategy.

Although each of the organizations examined within the study have the similar goal of making a positive impact in the realm of maternal mental health, each one has a slightly different approach, strategic direction, mission, vision, and values, and therefore different types of stakeholders and clients. Organizations B and C are more heavily involved with lobbying and promoting various legislative and regulatory initiatives advocating for maternal mental health, which requires them to interact on a regular basis with politicians, lobbyists, and legal professionals, as well as the women and families that these initiatives will serve. Organizations A and D are more focused on assisting mothers and families in finding services to treat maternal mental health issues, and therefore deal more closely with various clients and practitioners in their day-to-day activities. All the

organizations share the practice problem of needing to utilize social media to increase fundraising to support organizational capacity, which requires them to interact with prospective donors.

When trying to determine the most important element of the strategic planning process, stakeholders come to the forefront, as they play a role in all aspects of organizational development (Bryson, 2018). Stakeholder groups within the context of this study range from clients, staff, partner organizations, funders, and anyone else that the organization works with to achieve their mission. Funders, or donors, are a key stakeholder group in reference to the practice problem. “The close relationship between human service providers and their stakeholders (particularly beneficiaries and funders) suggests considerable potential for those organizations to draw on social media’s capacity to engage stakeholders” (Campbell et al., 2014, p. 655).

For these organizations examined in this study, it is crucial that the vision and mission of the organizations lay the foundation for the leadership strategy and action plans put into place to complete the deliverables associated with advancing the purpose of each organization. According to Xie (2020), not only has social media given NPOs a platform to communicate with stakeholders, but it has also provided an avenue to promote their mission, vision, and values. Social media gives its users the ability to filter and select guided content based on their own preferences and beliefs, which can allow for connections to be made between individuals and organizations that share interest in a like-minded cause (Ooms, et al., 2014). Social media has also opened the possibility for

organizations to connect with stakeholders in real-time to not only provide information, but to also have meaningful conversations (Lovejoy et al., 2012).

Academic leaders and scholars have attempted to cultivate and agree on a common model for effective leadership for well over a century (Service & Kennedy, 2012). Scholars have agreed that there are definitive characteristics and proficiencies that an effective leader must possess and demonstrate. Leaders must be able to work within cultures other than their own that allow them to bring a heterogeneous group of individual members together with dissimilar attitudes and behaviors and create a homogeneous group that can work towards a common mission and vision (Mendenhall et al., 2010). Effective leaders must be able to listen and connect with their employees, and at the same manage expectations and meet organizational goals (Holt & Seki, 2012). There is still, however, no single, comprehensive leadership model that can be effectively applied in all instances of nonprofit organizational leadership (Mendenhall et al., 2010). Though the rapid escalation in globalization across organizations in many fields can provide prospects for individual leadership growth, there is also the possibility for breakdown in communication and operations (Holt & Seki, 2012). If there is a lack of strength in leadership, organizations can experience mismanagement of processes to deal with the newfound diversity in the workplace and across teams (Holt & Seki, 2012). Therefore, sustaining clear communication across stakeholder groups enhances the organization's growth and sustainability (Holt & Seki, 2012).

Organization A is operated by a volunteer board with no executive director or full-time staff to run the day-to-day operations for the organization (Organization A

Website, 2020). The details of the hierarchy of the organization show that there is a president, vice president, secretary, and treasurer of the board, along with an advisory board and committee members of the board. Though the foundation is a separate nonprofit entity with financial and organizational independence, they have a strong partnership with a local health system.

Organization B is a 501(c) (3) that is led by the two individuals that founded the organization (Organization B Website, 2020). It supports individuals in a state-wide effort to promote maternal mental health. The leadership structure includes the executive director, the board of directors, and an advisory board, all of which provide input into operations and strategy of the organization. The organization is also associated with a local church as their primary philanthropy and receives additional support and leadership from the church.

Organization C has morphed over the years as a result of changing needs in the realm of maternal mental health (Organization C Website, 2020). Originally a state-based NPO, it has grown into a national organization focused on closing the gaps in maternal mental health care. The founder and executive director of Organization C has a long history of work in the health insurance vertical and regulatory affairs. Although the organization has many staff that work as contract employees, they are ultimately governed by a board of directors and have many affiliations with like-minded organizations.

The founder and executive director of Organization D was moved to launch the organization after discovering a lack of support for mothers dealing with perinatal mood

disorders and anxiety in her local community (Organization D Website, 2020). The founder started the organization despite having no prior nonprofit organization leadership experience. The organization is led by an executive director.

Clients/Population Served

It is estimated that 10-20% of pregnant and postpartum women are impacted by PND (Kim, et.al, 2016). Pilkington et al. (2017) define PND as mood problems during pregnancy and the first 12 months after birth. If these symptoms are not treated, a variety of potential negative complications can arise, including preterm birth, low birth weight, preeclampsia, and difficulty with breastfeeding. With over 50% of cases of PND going undetected in the United States, the potential for negative impact on women, children, and their families is drastically increased (Yu & Sampson, 2016). Since the onset and symptoms can vary so greatly from patient to patient, accurate assessment of risk and prognosis for symptom progression can be significantly hindered (Santos et al., 2017). Each of the non-profit organizations in this study have missions that center around education, diagnosis, treatment, and advocacy for maternal mental health and all those affected by it.

In the context of these four organizations, the population served are individuals affected by maternal mental health issues. The clients served by each organization can include mothers, children, their families, donors, politicians (in reference to lobbying and legislation impacting maternal mental health), and community members in general that may be affected by the impact of PND and its complications (Harrison et al., 2020). Considering this diverse composition of individuals and groups, the way the

organizations obtain information from these clients will inevitably vary based on each situation.

Organization A was established to raise awareness of perinatal mental health disorders and to provide informational resources where those impacted can seek help (Organization A Website, 2020). The organization itself does not provide direct behavioral health services to clients but does promote awareness of maternal mental health issues in their area and directs those needing services to a local maternal mental health center where they can receive support. The organization is also working to build national awareness of the severity of PND.

Organization B was established to assist individuals impacted by perinatal mood and anxiety disorders through support initiatives, training, and education programs (Organization B Website, 2020). As such, the organization is not offering direct client services, but is working to increase the level of education, screening, and treatment in their state to increase detection and treatment of PND to healthcare and behavioral health providers in their area. This includes training healthcare providers to detect these issues for their patients, as well as offering them materials and action plans for treating patients. Organization B also works to build partnerships within the local community and across the state to adequately address the needs of those requiring treatment and support for maternal mental health issues. This organization maintains a statewide resource directory to help those in need find the resources necessary to get the assistance required to treat and work through parenting with psychiatric disabilities (Organization B Website, 2020).

Organization C is primarily focused on closing the gap in maternal mental health in the United States by concentrating their efforts on lobbying (Organization C Website, 2020). They are working towards improved access to service providers through telehealth options and insurance integration to allow for mental health services to integrate more seamlessly into other practice settings. They are also attempting to create easy access to both inpatient and outpatient services in all states as well as implementing a standardized level of screening and treatment across the United States (Organization C Website, 2020). Based on this wide-reaching vision, the organization predominantly works in direct contact with similar organizations that have a like-minded mission to cultivate partnerships while working toward policy change. This organization engages those that they work with through lobbying, policy initiatives, fundraising to increase cause awareness, as well as training and certification for peer support within the greater community of mothers (Organization C Website, 2020).

Organization D is the only organization within the study that has potential direct contact with individuals in need of service for maternal mental health issues. This non-profit is focused on connecting individuals affected by maternal mental health issues with appropriate resources for support (Organization D Website, 2020). They have worked with local providers and agencies to create a network of support within the community and provide information regarding those resources through their website. They operate a volunteer-run phone line and conduct local support groups particularly to those that may not otherwise have direct access to care (Organization D Website, 2020). The community

that they serve consists of ethnically and economically disparate communities, predominantly consisting of Hispanic and African American residents.

Analytical Strategy

The research design for this study was a descriptive, multiple case study. The process of comparing data across a collection of organizations allowed the researcher to assess the level of success achieved utilizing various best practices within or across organizational frameworks. This study was specific to behavioral health organizations with a focus on maternal mental health outreach. The following section will provide an overview of the research design, method, participants, data collection, procedures, and measures. The IRB approval number for this study is 10-09-20-0021905.

For the purposes of this research study, secondary sources of evidence collected included the four organization's annual reports (as available), accessible public donor records and other pertinent financial records, strategic plans, marketing strategy, other relevant archival data and social media content and statistics, specifically Facebook analytics. These sources of evidence were reviewed to examine the utilization patterns of social media campaigns on organizational capacity and overall promotion of mission (Raman, 2016). These resources were utilized in examining opportunities for growth, appropriate social media marketing strategies for nonprofits, and overall influence of social media use on growth and sustainability for behavioral health organizations.

The information gleaned from these various resources was analyzed through a process of content analysis, which enabled the researcher to identify specific themes and patterns across the data. The information obtained across all four cases was organized and

evaluated within the Baldrige Excellence Framework (NIST, 2019). The objective when using a descriptive, multiple case study design is for the researcher to have the ability to identify themes, trends, and opportunities, first for each single case, then across all four cases. This multiple case study was conducted as a parallel design in which all cases were selected in advance and evaluated simultaneously (Chmiliar, 2012).

Emerging theoretical categories help to form the data collection process as the study progresses (Chmiliar, 2012). These categories typically take shape through data coding and theme identification. Current literature is limited in identifying best practices for using social media for capacity building among maternal mental health NPOs.

Although the lack of best practices has been noted, it is evident throughout the literature that social media is a quick and efficient tool for nonprofits to use in reaching large numbers of people in capacity building efforts (Carboni & Maxwell, 2015). Increasing organizational capacity allows nonprofits to achieve organizational goals and objectives, particularly through the increase of fundraising opportunities (Sun & Asencio, 2019). Triangulation of themes across data sources will help minimize researcher bias as well as increase reliability within the study (Fusch et al., 2018). Triangulation enabled the researcher to analyze different data sources within one study, then to validate the data across sources after thematic coding and analysis (Noble & Heale, 2019). This process enhances reliability and validity of study findings (Fusch et al., 2018).

Summary and Transition

The literature regarding this practice problem indicated that establishing a lasting and sustainable foundation for a successful non-profit organization is a difficult task

(Andersson, 2019). The goal of the four organizations in this study is to promote their mission, help their communities, and make strides towards alleviating maternal mental health illness (Organization A Website, 2020; Organization B Website, 2020; Organization C Website, 2020; Organization D Website, 2020). However, a few of the main challenges noted in the literature for small to medium sized non-profit organizations includes effective marketing, maintaining sufficient funding, and operating efficiently to promote organizational capacity (Xie, 2020). The literature suggests that effective use of social media campaigns across various platforms will have a positive impact on donation levels, volunteer registration, and overall interest in their cause (Xie, 2020).

A comprehensive overview of the four organization's vision, mission, leadership, strategy, and populations served identified similarities and differences. The main similarities noted include organizational mission and populations served through their outreach. A few notable differences found were the leadership structure within the organizations and strategies implemented to achieve the mission and vision.

Additionally, the analytic strategy for the study was described. The overall analytic plan includes the collection of data from a review of the academic literature and public, secondary data sources. Archival data, as well as social media analytics, were used to complete an assessment of each organization's use of social media for capacity building.

Section 3 provides a detailed overview of how each non-profit organization in the study supports their workforce, utilizes knowledge management (KM) and outcomes, and creates a sustainable framework for organizational operations. Assessing the organization across these categories follows the structure provided by the Baldrige Excellence

Framework's system approach to organizational evaluation (NIST, 2019). This assessment was completed by evaluating data collected from publicly available sources, such as the individual organization websites, press releases, social media analytics, and public financial data. Review and assessment of these categories defined within the Baldrige Excellence Framework, specific to health care, can add usefulness and function in consistently assessing organizational operations to promote high levels of organizational performance and goal achievement.

Section 3: Measurement, Analysis, and Knowledge Management Components of the Organization

Introduction

Using social media is an important tool to support organizational capacity and depends on pre-existing technology infrastructure within the organization (Raman, 2016). The four organizations in this study face the challenge of expanding organizational capacity, which is a common challenge among NPOs (Raman, 2016). The purpose of this study was to explore the role of social media as a fundraising tool for four maternal mental health NPOs considering recognized NPO practices cited in the academic literature. Understanding social media fundraising practices for these organizations will provide a model for other NPOs to use in assessing their own social media fundraising strategies.

Section 1 introduced the reader to the practice problem, the four behavioral health organizations, and the organizational background and context. Section 2 included a comprehensive review of the academic literature relevant to the practice problem. Sources of evidence, assessment of leadership, and discussion of the analytical strategy utilized within the study framework were also covered in that section. Section 3 continues the analysis of the four behavioral health organizations within the context of the Baldrige Excellence Framework, specific to each organization's workforce, operations, knowledge management and organizational results (NIST, 2019). Evidence for the analysis of Section 3 was collected from public sources, such as organization websites, press releases, social media analytics, and public financial data.

The four organizations are relatively small nonprofits in the behavioral health vertical and limited public information was attainable for assessment in certain cases. Table 2 illustrates the type and level of information publicly available for review for the study. Organization A had information publicly listed related to their workforce but nothing else within these defined categories (Organization A Website, 2020). Organization B had information listed about the workforce on their website, along with a limited amount of data on their operations (Organization B Website, 2020). Organization C had the largest amount of information available to the public on their website, including the most up-to-date annual reports outlining goals and outcomes (Organization C Website, 2020). Finally, Organization D had information regarding workforce and knowledge management on their site but limited and/or outdated details on operations and results (Organization D Website, 2020).

Table 2

Organizational Component Assessment for Individual Nonprofits

Organization	Workforce	Operations	Knowledge management	Organizational results
Organization A	Available	None	None	None
Organization B	Available	Limited	None	None
Organization C	Available	Available	Available	Limited
Organization D	Available	Limited	Available	Limited and outdated

The following section will review information obtained from public sources related to each organization's workforce, knowledge management, and operations.

Workforce

The Baldrige Excellence Framework is used to examine organizational results through the results triad, which includes workforce processes, operational processes, and the overall performance results netted from these processes (NIST, 2019). Building an effective and supportive workforce environment is crucial to ensuring high levels of performance within the organization (NIST, 2019). Because of the increased reliance on volunteer or part-time staff to execute on the mission and vision of the NPO (Andersson et al., 2016), being able to recruit capable individuals and assess their skill sets is necessary to accomplish the work of the organization (NIST, 2019). At the same time, strategic planning requires that nonprofits keep future needs of the organization in mind. Training, education, and potential outsourcing of needs, specifically related to social media and fundraising efforts within the organization, are important to address in organizational assessment (NIST, 2019).

It is also important for organizations to promote engagement and professional development as a function of retaining and developing their workforce (Dopson et al., 2017). A strong workforce is an elemental and essential piece to building organizational capacity, which enables nonprofits to provide their staff, whether paid or volunteer, the skill sets to effectively navigate change as well as identify and solve problems within the organization (Zhang et al., 2017). This focus on workforce helps to prevent employee turnover and promote organizational strength. Not only can turnover be costly for an organization, but it can have a significant impact on how the organization can fulfill their mission and vision (Tullar et al., 2016). Both work environment and an individual's

commitment to the organization can have a significant impact on retention (Shahhosseini et al., 2013). To prevent this type of breakdown, transparency and clear organizational communication are imperative to high levels of employee/volunteer satisfaction, commitment to the nonprofit, and ultimately the overall success of the organization. If organizations can develop and sustain an encouraging, progressive, and comfortable work atmosphere, then ideally, they will see improved motivation in staff leading to job satisfaction and organizational success (Tillman et al., 2010).

The four organizations in this study rely on volunteers in some capacity. Only some of the organizations employ full or part-time staff to help meet organizational goals. Organization A does not provide details regarding recruitment volunteers, as they do not have any full-time or part-time paid staff within the organization (Organization A Website, 2020). A listing of the team, including leadership, advisory board, and committee members was on the website, but there was no mention of how individuals can become volunteers.

Organization B listed full-time staff, board of directors, and advisory board members on their site, but did not include information on becoming a volunteer with the organization (Organization B Website, 2020). There is an opportunity for mental health providers, support groups, and support services to request to be added to their directory, but nothing specifically for individuals wishing to volunteer (Organization B Website, 2020). Organization C offered the greatest detail about workforce on their site, detailing team members, board of directors, clinical advisory board, and advisory board members (Organization C Website, 2020). Unlike the other organizations, Organization C listed

opportunities on their site for individuals, health care organizations, and corporate partners to become involved with their cause (Organization C Website, 2020).

Organization D listed their paid staff as well as board of directors' composition on their site (Organization D Website, 2020). Additionally, Organization D had an extensive list of potential ways in which individuals can assist the organization in volunteer capacities (Organization D Website, 2020). These ranged from opportunities to work as a peer support group facilitator, a translator, helpline operator, newsletter writer, and board member. These positions can be flexible or require up to a yearlong commitment (Organization D Website, 2020).

Table 3 details the composition (paid staff versus volunteer) and the number of staff for each organization, if known. As shown in Table 3, three of the four organizations have full-time staff managing operations, whereas Organization A relies solely on volunteers for day-to-day operations of the organization. Organization D was the only organization to include information on the number of full-time paid staff, which is two. All four organizations rely on volunteers in some capacity, and they all have boards of directors to assist in management of operations. Organizations A, B, and C also include advisory boards as part of their organizational structure.

Table 3*Individual Nonprofit Organizational Composition*

Organization	Full-time Staff (Yes/No)	Number of Staff (if known)	Volunteer Staff (Yes/No)	Board of Directors (Yes/No)
Organization A	No	Unknown	Yes	Yes (plus advisory board)
Organization B	Yes	Unknown	Yes	Yes (plus advisory board)
Organization C	Yes (plus contract employees, as needed)	Unknown	Yes	Yes (plus advisory board)
Organization D	Yes	Two FT staff	Yes	Yes

Workforce Engagement

Specific to health organizations, it is crucial to identify and implement strategies that promote professional development and engagement to recruit and retain staff (Dopson et al., 2017). This process is particularly important to plan for leadership succession and long-term organizational capacity (Dopson et al., 2017). Many nonprofits need a sustainable, engaged, and active group of volunteers to be able to provide current services and expand operations to community members in need (Allen & Prange, 2020). To alleviate a shortage of volunteers, organizations need practical and inexpensive methods to attract, retain, and effectively utilize their volunteer base (Hager & Brudney, 2015). Highly engaged paid staff and volunteers tend to be more invested in their personal roles and the overall mission, vision, and values of the organization (Allen & Prange, 2020). When engaged and encouraged to contribute to organizational goals,

volunteers are more likely to be productive and less likely to leave the organization, preventing unneeded turnover (Allen & Prange, 2020).

Based on the review of the workforce composition of each of the organizations, most of the work is done by volunteers and/or contract staff members as opposed to full-time staff. This requires a paradigm shift in how these organizations recruit, train, and retain those that work on behalf of each NPO. Only Organization's C and D listed ways in which individuals can volunteer on their sites, but neither site details volunteer satisfaction nor how that is measured (Organization C Website, 2020; Organization D Website, 2020). Using volunteers as the primary workforce lowers costs for organizations and adds social capital (Malinen & Harju, 2017). These organizations also benefit from recruiting and retaining volunteers with skills and expertise in areas related to their identified needs (Allen & Prange, 2020). In this case, these skills are related to familiarity with and ability to use various social media platforms to assist with their fundraising efforts.

Assessing Staff Engagement

Retaining engaged volunteers is crucial to NPOs but also represents a significant challenge (Malinen & Harju, 2017). Though research is limited on volunteer engagement, it has been noted that volunteers need to be truly engaged with the organization and its mission in order to be engaged with the volunteer job that they are tasked with performing (Malinen & Harju, 2017). There are varying models within the literature on how to assess volunteer engagement, but there is no consensus that there is one set of best practices that can apply to all nonprofits (Hager & Brudney, 2015). These vary from

using a traditional model that resembles a business-based human resources framework to a program that lacks any predetermined set of expectations for organizations to oversee (Hager & Brudney, 2015). The adoption of “best practices” identified in managing effective volunteer management programs may have an impact on overall program outcomes (Hager & Brudney, 2015). This is particularly evident with recognition activities for volunteers and the use of current volunteers to recruit new volunteers. Both best practices are linked to increased retention and achieving positive outcomes within the organizations studied (Hager & Brudney, 2015).

Assessing the effectiveness of a volunteer workforce also depends on what type of model has been implemented within the organization (Brudney & Meijs, 2014). According to Brudney and Meijs (2014), the four common models observed within NPOs are the service delivery model, support role model, member/activist model, and coworker model. Within the service delivery model, most work is done by the volunteer, recruitment is based on their skill sets and abilities, and there is specific and clear differentiation between volunteers and paid staff within the organization. The support role model consists of volunteers supplementing the work of paid staff, they are recruited to assist the organization with non-operational roles, and there is somewhat clear differentiation of roles. In the member/activist model all organizational positions are held by volunteers, their individual purpose within the organization’s framework is self-defined, and with no paid staff, the organization is governed by its activist members. Finally, the roles within the coworker model are ill-defined between paid staff and

volunteers, everyone's purpose is self-defined, and the difference between paid staff and volunteers is unclear.

Table 4 illustrates the type of volunteer model used by Organizations A, B, C, and D. Based on a review of the workforce information available on each organization website, it was determined that each organization follows a particular model of volunteer involvement as defined by Brudney and Meijs (2014). Organization A operates with a member/activist model, Organizations B and D utilize the service delivery model, whereas Organization C is the only one of the four that uses the support role model.

Table 4

Organizational Volunteer Management Models

Organization	Service delivery model	Support role model	Member/activist model	Coworker model
Organization A	-	-	Utilized	-
Organization B	Utilized	-	-	-
Organization C	-	Utilized	-	-
Organization D	Utilized	-	-	-

Note. Adapted from Brudney and Meijs (2014)

Performance Management System

Organizations are continually competing for legitimacy in the nonprofit sector to obtain and retain resources such as employees, capital, and technology that contribute to their organizational capacity (Lee & Clerkin, 2017). It is the measure of performance management that establishes this legitimacy. Performance management metrics allow the NPOs to demonstrate accountability to internal and external stakeholders and work toward achieving mission-related goals (Eisinger, 2002; Kim et al., 2019). The primary

goal of performance management is to use set data points to assess organizational effectiveness and determine gaps where there may be needs for improvement (Kim et al., 2019). But little is known about NPOs' performance information (Kim et al., 2019). Additionally, a primary issue for NPOs in determining where to allocate funds between education efforts, organizational improvement, and accountability and how to evaluate each of these factors in relation to meeting organizational goals (Newcomer & Brass, 2016).

Part of the equation in measuring performance management includes the dynamics of volunteer and staff interactions, specifically looking at levels of satisfaction and conflict (Rimes et al., 2017). The volunteer–staff relationships have been shown to relate directly to volunteer job satisfaction levels (Galindo-Kuhn & Guzley, 2002). When the volunteer members of the organization have positive relationship experiences in the organization, they are more likely to continue their volunteer commitment (Galindo-Kuhn & Guzley, 2002). Other studies examine the relationship from the paid employee perspective and find that paid staff that have negative experiences with volunteers show higher levels of stress and turnover (Rogelberg et al., 2010). These results indicate that the practices used to manage volunteers are critical in preserving positive volunteer-staff relationships in the nonprofit setting (Rogelberg et al., 2010). None of the four organizations provided detail regarding their performance management processes or results on their website.

Learning and Development

Employee learning and development are directly tied to organizational performance management. NPOs that support employee learning are more likely to collect performance management data in a more purposeful manner (Umar & Hassan, 2019). Learning, in the construct of the organization, relates to processes, procedures, paradigms, technologies and beliefs (Umar & Hassan, 2019). Both individuals and groups should take part in discussion, seeking feedback, reflecting on past decisions and outcomes, and looking for efficiencies within processes to move the organization forward. Based on research on organizational learning, Iyengar et al. (2015) created a model that shows the link between the methods of organizational learning and learning outcomes and performance of the organization. This model applies to both first-hand knowledge exchange in which organizations acquire knowledge for improving operations, as well as second-order outcomes that offer strategic insights regarding adapting within a competitive market (Iyengar et al., 2015). Specific to social media capital, nonprofits can leverage relationships and access to knowledge to increase organizational value and positively impact fundraising initiatives (Zhang et al., 2020). These activities contribute to the learning and development within the organization.

Each of the four organizations varied in the amount of information available on their websites in reference to learning and development. Some provided only basic introductions to maternal mental health, whereas others offer full training programs and health care provider resources directly through their website. Organization A seems to offer the least amount of information surrounding learning and development; they

included basic details about what maternal mental health issues are and resources available to those who may need assistance (Organization A Website, 2020).

Organization B provided detailed information on perinatal mood and anxiety disorder including postpartum depression (Organization B Website, 2020). In addition to symptoms, they listed stories and testimonials of survivors along with resources to read for additional information, and a resource directory for service providers in their state. For professionals, they offered materials, training, and assessment tools to determine needs in clients.

Organization C seems to have the most robust and complete offering of information on their site. They provided basic information on maternal mental health along with information on state and federal policies (Organization C Website, 2020). They offered screening tools as well as resources for mental health providers, hospitals, communities, and employers. Additionally, they have a certificate training available in addition to webinars (Organization C Website, 2020).

Organization D provided information on their site about perinatal mood disorders and opportunities for those impacted to get help (Organization D Website, 2020). They listed risk factors, informational reading recommendations, and a self-assessment quiz for mothers to determine if they should seek help from a mental health care provider. They also offered training for health care professionals wishing to advance their knowledge in the area of perinatal mental health (Organization D Website, 2020).

Knowledge Management

Knowledge management (KM) is a complex and often underutilized process for most nonprofits. Though there is extensive knowledge around the application and practice of knowledge management for for-profit organizations, those processes do not appear to translate well into the nonprofit model (Hume & Hume, 2016). Although many for-profit organization's structure knowledge management enterprises in a more formal manner, it is suggested by Hume and Hume (2016) that it is acceptable for smaller NPOs to identify, document, and distribute organizational knowledge in a more informal way to limit the expense of instituting a formalized knowledge management process. NPOs, and more specifically smaller size organizations, typically are limited in how they can manage knowledge and need to develop creative methods to achieve these goals. Capturing this knowledge is important so that important processes, procedures, and use of systems are not lost when there is turnover within staff.

KM is a crucial component to building organizational capacity. KM is broadly defined as the process for managing and utilizing knowledge within an organization that needs to be recognized, secured, evaluated, and shared within the organizational construct (Downes & Marchant, 2016). Though so many nonprofits are challenged because of funding and competition, it is imperative that they find methods to capture, organize, and disseminate knowledge within the organization to promote stability and growth (Rathi & Given, 2017). Not only does the importance of KM in nonprofits apply to capturing existing the experiential and documented collective knowledge or organizational

members, but it also applies to creation of new ideas and innovations in organizational processes (Downes & Marchant, 2014).

Despite some similarities between for-profit and nonprofit organizations in regard to KM, nonprofits have unique knowledge needs in relation to specific areas such as communities, trends, policies, and best practices (Rathi & Given, 2017). With limited financial resources, most NPOs do not have access to advanced tools and technologies to meet their KM needs. It is well noted that technology is powerful in supporting KM activities, and while there is no one specific tool or technology platform to support these organizational activities, there is a definite need to capture, share, and organize knowledge within these NPOs. Social media tools allow the organizations to communicate, disseminate messages and participate in knowledge sharing giving greater access to the organizational information and knowledge.

Access to Information and Knowledge

With volunteers being critical to the operation and overall success of so many nonprofits and resources being limited in many cases, finances and time may not be geared towards knowledge management activities as a top priority (Downes & Marchant, 2016). Additionally, volunteers may not have the time or ability to access the KM processes utilized by the organization if their time is devoted to service delivery. Since capacity and sustainability of the nonprofits relies on effective use of knowledge resources, just as much as other resources, the KM available within the nonprofit should focus on managing scarce resources effectively and efficiently.

Operations

Building and maintaining efficient and effective operations within any nonprofit is necessary to building capacity (Bobsin et al., 2019). There has been an increase over the past two decades of investing in capacity building programs in NPOs with the specific aim of enhancing organizational effectiveness (Bryan & Brown, 2015). By focusing on the importance of operational effectiveness and delivery, nonprofits have a better chance of setting themselves up for long-term stability and greater organizational health (Bryan & Brown, 2015).

The technology used by each of the NPOs is not only important in learning and development, but it is essential to their day-to-day operations and is integral to their fundraising capacity as discussed in the practice problem. Operations, within the context of the Baldrige Excellence Framework, refer to how the organization designs, manages, improves, and innovates its services and processes to deliver value to their clients and stakeholders (NIST, 2019). There is value and purpose in regularly assessing organizational operations to ensure that performance is at its highest level to meet organizational goals.

Increased use of technology has the potential to increase efficiencies and sustainability for nonprofits (Bobsin et al., 2019). It can not only allow for greater levels of interaction between nonprofits and stakeholders, but also increase community building and collaboration to raise funds and deliver services. Technological tools also assist in administrative management, coordination of staff and volunteers, and financial management of the organization. Specific to fundraising capabilities for these

organizations, it was important to define which types of online technologies were currently being used.

Table 5 identifies the types of social media platforms used by each of the four organizations. All four organizations make use of formal websites, along with social media platforms Facebook, Twitter, and Instagram. Organization C also has an active and up-to-date blog linked through their website, which the other organizations did not.

Table 5

Active Social Media Platforms in use by the Four Nonprofits

Organization	Facebook	Twitter	Instagram	Website	Active Blog
Organization A	Yes	Yes	Yes	Yes	No
Organization B	Yes	Yes	Yes	Yes	No
Organization C	Yes	Yes	Yes	Yes	Yes
Organization D	Yes	Yes	Yes	Yes	No

Innovation

Though nonprofits focus most of their attention on achieving their mission and vision, and addressing external stakeholders while acquiring necessary resources, management scholars also recommend that NPOs promote innovation to stay competitive (Svensson et al., 2020). This competition is different than that in the private sector, as even competitors in the nonprofit context are all still working to contribute to the greater good and have a positive impact on society (Svensson et al., 2020). Nonprofits have shown innovation in policy, organizational forms, and with external communications use (Meyer & Leitner, 2017). In order to contribute innovation into the nonprofit sector,

organizations need resources to build the capacity to foster such innovation (Meyer & Leitner, 2017). Using social media to fundraise and increase organizational resources is essential to the process of innovation.

Organization A has utilized social media, traditional print media, partnerships with local health systems, as well as national media campaigns to spread the message of the organization and assist women and families affected with perinatal mental health disorders (Organization A Website, 2020). Members of the organization have participated in events with the Food and Drug Administration, as well as speaking at international conferences focused on bringing about positive change in the treatment of postpartum depression. Organization A has held local fundraisers, such as a 5k race and an annual gala, and used their social media presence to advocate for donations to the organization. Organization A primarily focused on fundraising to raise awareness, both locally and nationally, regarding maternal mental health issues. In addition to these fundraising goals, the organization has forged a successful partnership with a local hospital network to build and launch an in-patient and out-patient center focused on diagnosis and treatment of perinatal mental health disorders.

Organization B used its website and social media presence to solicit participation in general conversations regarding mental health, support groups for those impacted by perinatal mood and anxiety disorders, and virtual and telehealth sessions with health care providers and a volunteer helpline (Organization B Website, 2020). They also partner with other organizations to sponsor special events throughout the year to expand awareness of perinatal mental health and the opportunities available within their state.

Additionally, they work with local and international partners to provide training for mental health care providers. They used their presence on social media, as well as through Amazon Smile to raise funds to support the organization.

Organization C used social media, print media, and several other platforms to ensure that their message is disseminated to mothers, families and providers all impacted by perinatal mental health (Organization C Website, 2020). Articles in 2020 even included topics such as tips on how moms can connect and make friends during the current pandemic and why that is so important for mental health. In addition to partnerships with other maternal mental health organizations, Organization C actively sought out funding from outside granting agencies and the executive director frequently participates in conferences and other events as an expert in the field. They hold an annual education forum for providers and training to assist those wanting to help clients with maternal mental health disorders. In addition to driving funding through their website and various social media platforms, Organization C launched a specific campaign at the end of each year to solicit donations. The campaign in 2020 had a focus on longevity of the organization as they moved into their second decade of operation.

Organization D used social media and local print and television as primary resources to promote their activities and solicit donations (Organization D Website, 2020). In addition to requests for funding through social media, the organization frequently used these platforms to disseminate important information about maternal mental health and resources that are available in their local area for those that may need

them. They also used social media to promote federal and local policy and advocacy initiatives, along with training opportunities that they either offer or support.

Operational Effectiveness

The inherent structure of the nonprofit organization means that there are specific financial restrictions placed on the organization that can impact the availability of resources, which forces financial dependence on donations and commitments from external stakeholders (Moura et al., 2019). As a result, it is more complex for nonprofits to establish terms and definitions of performance indicators that can accurately illustrate program performance to program managers within the organization (Moura et al., 2019). Considering the dynamics and varying goals of NPOs, it is difficult to establish one primary performance management system that works across all types of agencies (Moura et al., 2019). In order to demonstrate legitimacy and show accountability to donors and funders, it is necessary for nonprofits to develop some set context that allows them to assess organizational goals in specific and measurable terms (Glassman & Spahn, 2012; Moura et al., 2019). By introducing a concrete step, such as adopting a capacity-building approach to operational effectiveness, nonprofits can work towards improving service delivery and accountability to stakeholders while assessing outcomes that align with the organizational mission (Knox & Wang, 2016).

Managing Costs

Each of the organizations reviewed is classified as a 501(c)(3) status NPO in accordance with the IRS. Controlling costs for each organization is imperative to increasing and maintaining organizational capacity (Lee & Clerkin, 2017). Utilizing

volunteer support and social media for fundraising appears to have an impact on managing costs and efficiencies. Data from 990 forms was available for review for Organization A, B, and C (Organization A Website, 2020; Organization B Website, 2020; Organization C Website, 2020). All three organizations receive the bulk of their financial assets from contributions, donations, and fundraising. Organizations A and B saw an overall loss after expenses, whereas Organization C saw an increase in revenue (Organization A Website, 2020; Organization B Website, 2020; Organization C Website, 2020). Although an IRS 990 form was not available for Organization D, the most recent information available from their website detailed financials for 2016 with expenses totaling \$5,842.64 and revenue (including grants and donations) at \$16,334 (Organization D Website, 2020).

Managing costs and assessing overall financial performance is related to social media fundraising for capacity building for each of the four NPOs. The overall affordability of the use of social media for fundraising allows these organizations the opportunity to remain competitive among other nonprofits and increase business value with limited financial output (Kwayu et al., 2018). Organizations need to ensure that staff are trained in the best practices of social media use to elicit effective campaigns and posts. Many nonprofits are eager to use these essentially free platforms to engage with a large volume of potential donors (Gilstrap & Minchow-Proffitt, 2017).

Performance Measurement

Unlike the for-profit sector, the measures used to assess performance evaluation of nonprofits are not clear cut or related to return on investment (Glassman & Spahn,

2012). “The lack of financial data, and the great many nonprofits that populate the landscape, make it difficult for potential donors to find the right fits and to have confidence in their investments” (Glassman & Spahn, 2012, p. 72). This level of uncertainty makes word of mouth and other avenues, such as peer referrals so important to organizations to attract donors. It is vital to measure nonprofit performance related to funding, and internal factors to assess program performance to determine if changes to program service delivery needs to be made.

Historically there has been a negative connotation related to performance management systems within the nonprofit sector that has raised concerns over the actual value of measuring organizational performance (Lee, 2020). Improving work processes and support services can help an organization to improve overall services and delivery to their client base and stakeholders (NIST, 2019). Implementing performance measurement is not a guarantee for increased organizational capacity or success. Creating an organizational culture that values use, and evaluation of performance factors can assist nonprofits in meeting the increased demands of donors that seek to see accountability and goal attainment to maintain funding (Lee, 2020). At the time of review, information regarding performance measurement was only publicly available for Organization C, which publishes an annual impact report including performance statistics and program measurement details (Organization C Website, 2020).

Summary and Transition

Section 3 included an analysis of the four behavioral health organizations within the context of the Baldrige Excellence Framework in reference to workforce, operations,

knowledge management, and organizational results. The organizations all face challenges with increasing organizational capacity. For all of them, the workforce needs are primarily dependent on volunteers, with only some having full time or part time staff. Some of the organizations have robust knowledge management, but for others it appears nonexistent based on the absence of information. All of the organizations are using similar social media platforms as a means of messaging and fundraising, and they all rely heavily on donations and external funding to maintain operations. Finally, three out of four of the organizations are experiencing overall losses in revenue. Section 4 includes a review of the data collection process, the analysis completed, and findings regarding the practice problem.

Section 4: Results—Analysis, Implications, and Preparation of Findings

Introduction

The purpose of this multiple case study was to examine the use of social media by maternal mental health NPOs to increase funds/income and overall organizational capacity. The use of social media platforms to generate fiscal support and thereby increase organizational capacity is a central focus for many nonprofits (Zhang et al., 2017). The four nonprofits in this doctoral study share the common challenge of using social media to increase organizational capacity. Section 3 included an in-depth analysis of the four maternal mental health NPOs using the Baldrige Excellence Framework, whereas Section 4 contains a review of the data collection process, the associated data analysis, and a summary of the results related to the practice problem. This section also includes a discussion of the social change implications of the findings and concludes with a summary of the strengths and limitations of the study.

Analysis, Results, and Implications

Analytic Procedures

Using Mayring's (2000) approach, content analysis was completed for social media content and publicly available documents for each organization related to fundraising (see Table 6). A comparison across all four maternal mental health organizations was then completed to identify similarities and differences in social media use for capacity building. Sources consisted of available websites, press releases, social media analytics, and public financial records. For a broader perspective of how each organization's fundraising and donation outreach changed, the 990 forms and annual

reports were reviewed over a multi-year period, where possible. To look at the actual social media content, the posts for a 3-month period were extracted and reviewed for relevant content. Detailed notes were kept during data collection to track the number of social media posts per platform, the length of each post, and post content. These notes were used to identify codes and themes for analysis across all four organizations. For the purpose of this review, I developed and applied the following categorization system: a short post is 50 words or less, a medium post is 51 to 100 words, and a long post is 101 words or longer. I chose to use manual transcription and coding as this is one method of ensuring researcher-data familiarity (Mitchell, 2015).

Table 6

Organizational Data Sources

Organization	Annual reports	Financial records	Strategic plan/Marketing strategy	Social media content and statistics
Organization A	-	Available	-	Available
Organization B	-	Available	-	Available
Organization C	Available	Available	Available	Available
Organization D	-	-	-	Available

Only Organization C had both an annual report and strategic plan available for review. Public financial records were accessible for Organizations A, B, and C but not for Organization D. For all four organizations, data were accessible across websites, Facebook, Instagram, and Twitter. Annual reports were reviewed to gain insight into the year over year growth and impact of fundraising and donations for each organization.

Financial records were reviewed to assess the impact of fundraising and financial viability for each organization. The strategic plans and marketing strategies were analyzed to determine if an organization had a specific social media fundraising strategy in place. Additional organizational documents, such as press releases and news articles, were examined for relevance to the practice problem. Finally, the social media content on each active social media platform was reviewed to determine how each organization used social media to attract donors. As shown in Table 6, Organization C had the most public information available for review, whereas the information available for the other three organizations was limited to financial records and social media content. Inconsistent availability of public data for the study was accounted for and is addressed in the Limitations section.

The only organization that posts an annual report on its website site is Organization C. Organization C's annual report was read in its entirety to elicit any information within the report regarding fundraising, donations, and social media strategy and analytics. A search was conducted for available financial records for each organization on the organizational websites as well as in GuideStar. GuideStar is a website that houses nonprofit data and profiles, including basic organizational information, people/leadership details, mission, and financial records and is the largest source of information for NPOs (<https://guidestar.org>; see also Di Lauro et al., 2019).

Content Analysis

Mayring's (2002) qualitative content analysis was used as an inductive approach in this case study for a systematic analysis of the data (as cited in Kohlbacker, 2006).

Content analysis is a coding operation that transforms raw data into a standardized form set by the researcher. The process allows for the identification of underlying themes in the written content being analyzed. Explicit definitions, examples, and coding rules were used for each category to allow for the determination of what circumstances a text passage can be coded in a particular category.

Content analysis of data within and across organizations allowed for the identification of themes and trends related to the solicitation of donations and fundraising campaigns for maternal mental health NPOs. I followed Mayring's (2000) approach to qualitative content analysis because of its direct connection to mass media and mass communication, which aligns with the focus on social media in the practice problem (Mayring, 2000). Mayring delineated four specific points regarding the basic ideas of content analysis: fitting the material into a model of communication, step-by-step analysis of material, devising content analytical units, text interpretations placed into categories. I started with determination of the types of communication to be analyzed and then examined the material in a step-by-step process, separating the material into specific analytical components. Next, I divided the interpretations into themes. The process needed to be conducted in a manner that is logical and understandable to allow for comparison with other studies and to assess for reliability.

First the social media posts and organizational documents were fit into a model of communication—in this case the text itself and the effect of the message. It was determined that the text would be analyzed through qualitative interpretation to assess the messages being disseminated through social media posts (Mayring, 2000). This material is

understood in its context, which allowed for the social media posts to be analyzed with respect to its origin and impact (Mayring, 2014). The text, images, and video content in each post were reviewed through the four steps of content analysis. Additionally, an evaluation of each social media platform used by the organizations was completed to elicit trends and observations based on the number of posts made, types of fundraising campaigns, events, and any partnerships advertised. A 3-month time frame from November 2020 through January 2021 was chosen for review of social media content for this study. Further, organizational documents reviewed for this study were publicly available and obtained from each organization's website.

Second, the material was analyzed step-by-step into specific content analytical units. These analytical units included length of post, content included in post, and media platform for post. All written content that was evaluated was reviewed with the same process. A thorough review of all data collected was completed prior to analysis. As I read social media posts and document content, words and phrases were highlighted to determine codes contained in the document or post. The posts were reviewed and manually highlighted to keep track of identified codes. The purpose of the content review was to determine what organizations were posting about on social media accounts. During the review, it became clear that the social media posts focused on specific topics, such as program services and fundraising. Based on these identified topics, key words were found in each post to align the meaning with a specific category.

Next, the text interpretations were put into themes, which were developed and revised throughout the analysis. Examples of post themes include fundraising, program

services, and organizational announcements. I then went back and looked at the highlighted content a second time to identify patterns and to start generating themes within the data. This system of identifying themes is central to content analysis and can constitute the findings of the analysis (Mayring, 2014). Patterns were identified by counting the number of times codes were found within a post, leading to themes defined by those codes. After generating a considerable number of codes, they are combined with other codes and merged to construct conceptual themes (“Learn to Build a Codebook for a Generic Qualitative Study,” 2019). A third round of data review was completed to ensure that the identified themes were useful and accurate depictions of the data. After all themes were named and defined, the analysis was completed (Caulfield, 2020). The codes, theme definitions, and themes are defined in Table 7.

Table 7*Theme and Coding Framework*

Codes	Theme definition	Themes
Fundraising/fundraiser/fund Donate/donation Campaign Philanthropy Goal Gifts Giving Giving Tuesday Tax-deductible Support Nonprofits	Terms that tie to fundraising and soliciting donations from donors and stakeholders	Fundraising
Perinatal Maternal Mom Mental health Anxiety/depression Support groups Helpline/hotline Training Event Webinar Speakers Podcast	Services, events, and educational programming provided by the organization	Program services
COVID-19 Pandemic	Supports, services, or information related to the COVID-19 pandemic	COVID-19
Update Board member Annual conference Mental Health	General information about the organization that does not fall within other assigned categories	General organizational information
BIPOC Races/references to race Diversity Inclusion Equity Ethnicity	Information relating to advocacy initiatives that are not directly maternal mental health	Advocacy

Finally, the results were interpreted in relation to the problem statement. Data triangulation was completed by interpreting the findings in relation to the practice problem and best practices defined in the literature. This process enabled for the analysis of data and subsequent presentation of that data to help explain a common phenomenon (Fusch et al., 2018). Multiple sources of data were used in the evaluation (Facebook, Instagram, Twitter, and organization websites), and documentation of evidence was kept in a code book to preserve the findings to allow for review of the data (Fusch et al., 2018). The data collected over a 3-month period enabled observation of repeating trends and themes.

Table 8 includes a sample excerpt of a coded Facebook post from Organization D to demonstrate how content was evaluated and coded from the social media data. When reviewed, each post was highlighted based on the codes contained within each post. Within the subsequent round of reviews, those codes were then developed into broader themes for post categorization and data analysis. The broader themes then enabled cross-organizational comparisons of content analysis.

Table 8

Excerpt of Coded Facebook Post (Organization D)

Transcript	Initial Codes	Themes
“Today is #GivingTuesday.	GivingTuesday	Fundraising
Our organization simply wouldn’t be possible without individual <i>donations</i> . It’s how we provide weekly <i>support groups</i> for moms, how we operate a website with updated resources for struggling moms and families, how we provide informational flyers to hospitals, midwives, therapists, and pediatricians helping <i>moms</i> to know they are not alone, and help is available.	Donations Support groups Moms	Fundraising Program Services
You have all <i>supported</i> us since our inception in 2016. And moms need our help more than ever. We are <i>supporting</i> more moms, families, programs, and initiatives than we have in years prior and there is more yet to be done. We know this year has been so hard on so many. And <i>nonprofits</i> need your/our help.	Supported Supporting Nonprofits	Fundraising
Please kindly <i>support</i> us this year with a <i>donation</i> to help <i>support</i> moms and families in X County.”	Support Donation	Fundraising

Note. *All words in italics were highlighted in the coding process.

Social Media Fundraising Best Practices

NPOs have traditionally communicated with stakeholders using print materials and face-to-face events but are now turning to social media platforms in order to expand their reach, improve timeliness of communication, and motivate stakeholders to immediate action (Lim et al., 2019). With the connective power intrinsic to social media technologies, organizations can create a strong community presence to generate awareness and action for their particular cause (Lim et al., 2019). Although social media fundraising best practices exist in the literature, there are limited recommendations specific to maternal mental health nonprofits. But social media is a cost-effective and fast means for any type of nonprofit to reach large numbers of individuals in capacity

building efforts (Carboni & Maxwell, 2015). A review of the academic and professional literature led to the following list of best practices for social media use:

- Generating sense of urgency for stakeholders
- Generating an enticing visual stimulus
- Creating opportunities for fundraising on social media platforms
- Developing trust with stakeholders
- Maintaining adequate staffing levels; Hiring staff with appropriate social media skill sets
- Using two-way communication capabilities of social media platforms

Generating a sense of urgency for stakeholders is one of the identified best practices for fundraising through social media (Gilstrap & Minchow-Proffitt, 2017).

Organizations attempt to create a sense of urgency for stakeholders to motivate them to action. This can be done by using specific words in social media posts to generate a reaction from stakeholders or by giving stakeholders a set timeline for donation or action. An example of this is organizations posting reminders on December 31 that it is the last day to submit a tax-deductible donation for stakeholders.

Generating an enticing visual stimulus to encourage engagement with external stakeholders is also considered a best practice for social media fundraising (Gilstrap & Minchow-Proffitt, 2017). Impatient users can be easily overwhelmed with text, but organizations can communicate and motivate people instantly with powerful visuals and compelling photos (Mansfield, 2012). Making social media content visually appealing by adding links, photos, or videos, make it more likely that users will comment and like

posts instead of skipping over text-heavy posts that seem like overmarketing (Mansfield, 2012). However, NPOs lag behind for-profit organizations in terms of efficient use of technology (Raman, 2016). It is important that nonprofits use social media technology to obtain stakeholders' attention and leverage that attention for increased cause awareness and additional funding dollars (Raman, 2016).

Creating opportunities for fundraising on social media platforms to increase donor interaction is another best practice for NPOs (Gilstrap & Minchow-Proffitt, 2017). Adding a "Donate Now" button to the organizational website, is a primary strategy to drive direct fundraising directly from the organization's main page (Mansfield, 2012). Facebook also provides opportunities for nonprofits to collect donations through their Nonprofit Facebook Page, as well as allowing supporters to promote and collect donations on behalf of the nonprofit of their choice (Facebook, n.d.). Developing an annual Twitter campaign can be just as successful as an annual gala or in-person fundraising event (Mansfield, 2012). Using new channels for fundraising allows an organization to attract and retain donors of all ages as social media use increases (Aldridge & Fowles, 2013).

Developing trust with stakeholders is critical for influencing networking activity and information sharing (Feng et al., 2012). Stakeholders experience trust with a nonprofit organization when communication regarding the organization's activities and finances is perceived to be consistent and transparent (Gilstrap & Minchow-Proffitt, 2017). Social media can be a tool in disseminating that information of ethical and transparent use of funds. Increasing trust levels between an organization and stakeholders

leads to a positive correlation in giving behavior (Feng et al., 2012). Trust with stakeholders is developed over time through organization/stakeholder interaction. Interaction refers to the extent to which social media enables stakeholders to interact with the organization and with other stakeholders (Feng et al., 2012). The higher the level of interaction perceived by individual users, the higher the level of trust associated with the organization (Feng et al., 2012). Like for-profit organizations, nonprofits can see financial benefits from developing and nurturing positive relationships with stakeholders (Soboleva et al., 2017). Unlike for-profit counterparts, nonprofit funding typically relies heavily on donations and other forms of philanthropy from individuals and partner organizations (Soboleva et al., 2017).

Hiring staff educated in social media marketing and fundraising allows NPOs to maximize the potential organizational benefits derived from social media platforms (Gilstrap & Minchow-Proffitt, 2017). In many cases, nonprofits increase social media usage on a variety of platforms that do not have staff with the appropriate skill sets to try to make the best use of the information posted (Gilstrap & Minchow-Proffitt, 2017). Mansfield (2012) recommends that small to medium-size NPOs focus on quality of posting instead of quantity. Organizations run the risk of followers tuning out, ignoring posts, or “hiding” organizations from their social media feeds if they feel that organizations are oversharing (Mansfield, 2012). They need to work strategically to grow their social media in the right way. Lacking staff with the knowledge and skills to manage an organization’s social media presence in a strategic manner is a challenge for many NPOs (Carboni & Maxwell, 2015). It is a best practice for nonprofits to employ a

social media manager who has passion for the cause and social media, experience in social media, and is also willing to receive additional training (Mansfield, 2012). They should also be an early adopter of new platforms to give the organization every strategic advantage possible (Mansfield, 2012).

Maximizing the effectiveness of two-way communication opportunities afforded through social media can allow NPOs to improve engagement with external stakeholders and potential donors (Carboni & Maxwell, 2015). Although nonprofits may use social media in some capacity, they often engage in one-way engagement for messaging, rather than providing a strategic platform for authentic and targeted interaction with individuals (Carboni & Maxwell, 2015). Using the power of social media as an interactive platform between organizational staff and external stakeholders, who are potential donors, should be a focus for nonprofits (Carboni & Maxwell, 2015). The potential for social media for obtaining donors; however, organizations do not take advantage of platforms such as Facebook and Twitter that are free and have built-in means to interact with stakeholders (Lovejoy & Saxton, 2012). Not only are organizations able to engage directly with stakeholders, but these platforms encourage peer to peer interaction, which helps promote organizational missions (Mansfield, 2012). Increasing stakeholder engagement can also support improved program outcomes (Liegel et al., 2019). Table 9 shows which social media fundraising best practice each organization used.

Table 9*Organizational Use of Social Media Fundraising Best Practices*

Organization	Best practices					
	Sense of urgency	Visual stimulus	Fundraising opportunities	Develop trust	Staffing	Two-way communication
Organization A	X	-	X	-	-	-
Organization B	X	X	X	-	-	-
Organization C	X	X	X	X	X	-
Organization D	X	X	X	-	-	-

Based on the literature, it is essential for nonprofits to make use of the best practices identified in the literature. If NPOs use social media to create a sense of urgency for followers, they may see an increase in donations. If organizations focus social media content of fundraising and include donation links on all social media, they may see an increase in fundraising revenue. Developing trust with stakeholders and maintaining transparency regarding allocation of funds can mean the difference for organizations in achieving organizational capacity. The implications of not applying best practices are that nonprofit behavioral health organizations may not be using social media to its fullest potential. If best practices are not used by maternal mental health nonprofits, prospective revenue could be lost limiting the ability to achieve organizational capacity. How each of the nonprofits in the study utilize the best practices listed in Table 10 are discussed within the individual organization's analysis.

Individual Organizational Analyses

Organization A

The first element of review in the data analysis process was the evaluation of annual reports. No annual reports publicly posted on Organization A's website for any year of operation since the organization was established in 2013. Organization A's IRS 990 tax forms for the years 2016, 2017, and 2018 were obtained through GuideStar. Review of the 990 forms showed that income came from contributions and grants. Although the organization reported an increase in various contributions and grants each year, a deficit of \$57,170 was reported for 2018. Spending increased year over year, leading to the overall deficit in revenue. These increased expenses were payments to affiliates and program costs for fundraisers, specifically the annual gala. For 2017 and 2018, none of the four officers in leadership listed on the 990, (i.e., president, vice president, treasurer, and secretary) were provided compensation for services rendered to the organization. No strategic plan was available on the organization's website for review.

The review of social media platforms for Organization A included an examination of website content, including press releases, events, and news items, and a detailed summation of the posts made to Facebook, Instagram, and Twitter for the period of November 2020 through January 2021. The first platform reviewed was the organization's website. No recent information had been posted to Organization A's website within the past 3 months (Organization A Website, 2021). No news items were posted to the website in 2021 or in 2020. As a point of reference, frequent posts were

made within the news section of the site in 2019. Table 10 illustrates the content sought and content found from the review of Organization A’s social media platforms.

Table 10

Organization A Frequency Count of Social Media Posts (November 2020–January 2021)

Platform	Post categories					Total posts
	Fundraising	Program services	COVID	General organizational	Advocacy	
Facebook	2	-	-	-	-	2
Instagram	1	-	-	-	-	1
Twitter	-	-	-	-	-	-

A review of Organization A’s Facebook page showed a total of two posts to the platform. One long post was made on November 30, 2020 that promoted Giving Tuesday with donation links to the organization’s website and Facebook platform. A short post was made on December 1, 2020 also referencing Giving Tuesday that promoted a partnership with a local athletic store that would donate 10% of proceeds to the organization if customers mentioned Organization A by name. Despite the lack of recent use of Facebook, Organization A had the most recorded “likes” on Facebook across all 4 organizations during the 3-month period of data collection, with 14, 912 total likes and 15,130 total follows from registered users. Without access to the organizational level Facebook analytical data, it is not possible to determine when the activity related to the “likes” took place.

Organization A also had an active presence on Instagram, with 159 posts and 2,707 members following their account. Although the organization did use the platform

in 2020, only one post was made on November 20, 2020 that was identical to the Giving Tuesday fundraising post made on Facebook on the same day. No other posts were made to Instagram during the review period.

In addition to Facebook and Instagram, Organization A had a Twitter account that was started in January 2014, and at the time of review had 196 followers. No posts were made on Twitter by Organization A during the review period of November 2020 to January 2021. A cursory review of the page history revealed that frequent posts were made in 2019, but nothing since that time.

Based on the review of active social media accounts for Organization A from November 2020 through January 2021, all platforms had limited use, with Twitter showing no new posts. It is unclear, based on publicly available analytics information, why the organization had such limited activity on social media in comparison to activity observed in 2019. The implication of this lack of participation through social media is that Organization A may be limiting their fundraising potential as a result.

The lack of posts illustrates that the organization was not placing importance on creating a sense of urgency for the stakeholders, as recommended in the best practices by Gilstrap and Minchow-Proffitt (2017). The posts made to Facebook and Instagram did create an opportunity for fundraising via the social media platforms, the limited activity may not allow for two-way communication with stakeholders and prospective donors viewing the posts. Perhaps without a strategic focus on how to use social media, they run the risk of not using it to efficiently fundraise, improve efficiencies, and mitigate loss to revenue.

Organization B

Organization B's website had no annual reports publicly posted for any year of operation since establishment in 1998. The IRS 990 forms for 2016, 2017, and 2018 were obtained from GuideStar. Each of the years reviewed revealed an increase in contributions and grants; however, total revenue decreased tax year 2017 - 2018. Expenses for the organization was associated with staff salaries and payments to support program costs for organization fundraisers and events. Officers of the board listed on the 990, (i.e., president, treasurer, and secretary) were not provided compensation for services rendered to the organization. No annual report nor strategic plan were available for review on the organization's website.

The review of social media platforms for Organization B included an examination of website content including press releases, events, news items, and a detailed review of the posts made to Facebook, Instagram, and Twitter for the 3-month period from November 2020 through January 2021. The first platform reviewed was the organization's website. Although the website stated that it was updated as of 2021, all posted newsletters were outdated with the most recent being in 2017. Various training opportunities for mental health providers were posted to the website. Content was included on the website related to fundraising, solicitation of donation, and event information for a run/walk fundraiser. Direct links were listed to a donation portal, AmazonSmile for donations, and links to the organization's Facebook and Twitter pages. No direct link to the organization's Instagram account was available. Table 11 illustrates

the findings from the review, including the number of posts per platform and topic of each post reviewed.

Table 11

Organization B Frequency Count of Social Media Posts (November 2020–January 2021)

Platform	Post Categories					Total posts
	Fundraising	Program services	COVID	General organizational	Advocacy	
Facebook	6	43	5	1	6	60
Instagram	3	16	-	2	-	21
Twitter	1	1	-	3	-	5

A review of Organization B’s Facebook page revealed 60 posts in the 3-month review period. Of the posts reviewed, six made a reference to solicitation of donations for the organization directly or through a fundraising partnership. The references to fundraising only appeared in 10% of the posts within the set time frame for analysis and always noted a direct donation link appearing on the organization’s Facebook page. Other posts on the Facebook page were related to promotion of various support groups, training programs for mental health providers working with maternal mental health disorders, and advertising maternal mental health conferences. Organization B had 1,957 “likes” on their Facebook page with 2,308 follows from platform users.

Organization B had an active presence on Instagram with 416 total posts since activation of the account and 1,801 members following the account. During the 3-month review period for this study, 21 posts were made to Organization B’s account. Of the posts reviewed, three made specific reference to solicitation of donations for the

organization directly or through a fundraising partnership. Ten Instagram posts were identical to posts made to the organization's Facebook page; some posts were on the same date and others within two days of being posted on Facebook.

Organization B has had an account on Twitter since May 2009 and had 1,904 platform members following their account. Five Twitter posts were made during the 3-month time frame reviewed. Each Twitter post was identical to content on Facebook and Instagram, and one post made specific reference to solicitation of donations for the organization directly or through a fundraising partnership.

Based on the review of active social media accounts for Organization B from November 2020 through January 2021, Facebook had the most activity followed by Instagram, then Twitter. It is unclear, based on publicly available analytics information, why the organization chose to post more significantly on one platform over the others. The implication of this diversification of participation through the various social media platforms is that Organization B may be reaching additional potential donors by sharing their content across the platforms.

Content analysis of the themes revealed that the focus of Organization B's social media presence during the review period was primarily on program services offered as opposed to fundraising. The lack of posts referencing fundraising and solicitation of donations may indicate that the organization was not taking advantage of social media presence to create opportunities for fundraising on the platforms as recommended by best practices of Gilstrap and Minchow-Proffitt (2017). Although the posts made to each platform created an opportunity to develop trust via social media between the

organization and stakeholders, the limited activity in regard to fundraising may prevent organizational capacity potential (Feng et al., 2012; Gilstrap & Minchow-Proffitt, 2017).

Organization C

Organization C was the only organization with annual reports publicly posted on their website for 2015–2020 (Organization C Website, 2021). The annual reports reviewed projects and actions accomplished by the organization each year and included detail analysis of social media platform analytics to illustrate impact and outreach. The IRS 990 forms for Organization C were reviewed for the tax years 2015, 2016, and 2017 that were obtained from GuideStar. The major source of revenue came from governmental support and fundraising. Organization C showed a yearly increase in contributions and grants, and an increase each year in net assets. Financial records for October 2019 through September 2020 revealed a total of \$701,874 in income with \$408,584 in expenditures (Organization C Website, 2021). Forty percent of income was generated through foundation grants, whereas 4% came from individual donors. During the 2019-2020 fiscal year, 672 individuals contributed \$25,637 (Organization C Website, 2021). Primary expenses were related to staff compensation, program services expenses, and fundraising.

The review of social media platforms for Organization C included an examination of website content for the 3-month period from November 2020 through January 2021. No press releases were posted for the months of November and December, but one was posted in January that contained the year-end report and announced new board members. Four external news and magazine articles were posted in the review period that

mentioned the organization. The organization’s blog was updated and there were three posts in November 2020, five in December 2020, and two in January 2021. None of the blog posts were related to fundraising or donation solicitation but were focused on program services. Various training programs were also posted for mental health providers were also posted to the website. Content on the website related to fundraising and solicitation of donations and included a direct link to a donation portal, a link to AmazonSmile, and links to the organization’s Facebook, Instagram, and Twitter pages. Table 12 summarizes the findings from the review, including the number of posts per platform and topic of each post reviewed.

Table 12

Organization C Frequency Count of Social Media Posts (November 2020–January 2021)

Platform	Post Categories					Total posts
	Fundraising	Program services	COVID	General organizational	Advocacy	
Facebook	24	55	9	20	22	130
Instagram	18	41	1	14	11	85
Twitter	19	47	5	14	24	109

A review of Organization C’s Facebook page showed a consistent presence and commitment to posting and remaining active on the platform with 130 posts in the 3-month review period. Of those posts reviewed, 24 made specific reference to solicitation of donations directly or through a fundraising partnership. Direct mentions to fundraising appeared in 18% of the posts within the set time frame for analysis and a direct donation link appeared on the organization’s Facebook page. Other posts on Facebook were

related to promotion of various support groups, training programs for mental health providers working with maternal mental health disorders, advertising an annual maternal mental health conference, and information on racial inequity in mental health.

Organization C recorded 8,665 “likes” on Facebook with 9,295 follows from platform users. The number of followers in 2020 increased 16% over 2019 (Organization C Website, 2021).

Organization C displayed an active presence on Instagram, with 350 total posts since activating the account and 2,752 members following their account. During the 3-month review period for this study there were 85 posts made to Organization C’s account. Of those posts, only 18 made specific reference to solicitation of donations for the organization directly or through a fundraising partnership. All but two of those posts were also identical to posts made to the organization’s Facebook page, all posted on the same date to Facebook. Their number of followers increased 21% over 2019 (Organization C Website, 2021).

Organization C had an active account on Twitter since October 2014 and at the time of review had 2,330 platform members following their account. Twitter had been actively used by Organization C with 109 posts made in the 3-month time frame of review for content. Though most of those posts were identical to content on Facebook and Instagram, seven of those posts were original content only posted to Twitter. Nineteen posts made specific reference to solicitation of donations for the organization directly or through a fundraising partnership, that equated to 17% overall. The number of Twitter followers increased 161% over 2019 (Organization C Website, 2021).

Based on the review of active social media accounts for Organization C from November 2020 through January 2021, all platforms were used, with Facebook having the most activity followed by Twitter and Instagram. It is unclear, based on publicly available analytics information, why the organization chose to post more significantly on one platform over the others, but Organization C showed the most consistent presence across all three social media platforms in comparison to the other three organizations. The implication of this diversification of participation and consistency of posting across the various social media platforms is that Organization C may have reached additional potential donors by sharing their content across the platforms. Organization C also posted the highest levels of fundraising amounts in comparison to the other three organizations.

The focus of Organization C's social media presence during the review period was primarily on program services, with fundraising content a secondary focus. Of the organization's reviewed, Organization C took the most advantage of their social media presence to generate a sense of urgency for stakeholders and to create opportunities for fundraising on the platforms as recommended by best practices (Gilstrap & Minchow-Proffitt, 2017). The posts made to each platform did create an opportunity to develop trust via the social media platforms between the organization and stakeholders as well generate opportunities for outreach to other marginalized populations (Feng et al., 2012; Gilstrap & Minchow-Proffitt, 2017). Organization C also diversified post content to align with current social issues, such as racial injustice and the COVID-19 pandemic, to initiate two-way communication opportunities with those users following their social media accounts.

Organization D

Organization D had no annual reports publicly posted for any year of operation since the organization was established in 2015 (Organization D Website, 2021). No IRS 990 forms were available for Organization D. The most recent financial information publicly available was from 2016 (Organization D Website, 2021). The lack of current financial data limited the ability to assess yearly growth or decrease in revenue. The website review indicated that funding for the organization was based entirely on individual donations and grants (Organization D Website, 2021). Although financial data from a single year may not fully represent an organization's level of contributions, it falls in line with the typical NPO profile of small organizations that rely almost completely on donors to continue operations (Bhati & McDonnell, 2020). In addition, no strategic plan was available on the website for review.

The review of social media platforms for Organization D included an examination of content on the organization's website, including any press releases, events, and news items, and a detailed summation of the posts made to Facebook, Instagram, and Twitter for the 3-month period from November 2020 through January 2021. The first platform reviewed was the organization's website. Although the website stated that it was updated as of 2021, all posted news stories were outdated with the most recent being from 2016. Various training opportunities for mental health providers were posted to the website. Content on the website related to fundraising included a direct link to a donation portal, event information for an annual run/walk fundraiser, link to AmazonSmile, and links to the organization's Facebook, Instagram, and Twitter pages. Table 13 illustrates the

findings from the review, including the number of posts per platform and topic of each post reviewed.

Table 13

Organization D Frequency Count of Social Media Posts (November 2020–January 2021)

Platform	Post categories					Total posts
	Fundraising	Program services	COVID	General organizational	Advocacy	
Facebook	11	22	1	4	2	40
Instagram	4	7	-	-	-	11
Twitter	1	1	-	-	-	2

A review of Organization D’s Facebook page showed a steady presence on the platform and 40 posts in the 3-month review period. Of the posts reviewed, 11 made specific reference to solicitation of donations directly and through a 5k fundraising event. The direct mention to fundraising appeared in 27.5% of the posts within the set time frame for analysis. A direct donation link always appeared on the organization’s Facebook page to allow for contributions to be made at any time. Other posts on the Facebook page were related to promotion of regular support groups and links to articles and information related to perinatal mental health or advertising maternal mental health conferences. Organization D recorded 1,402 “likes” on the Facebook page with 1,545 follows from platform users.

Organization D had 117 total Instagram posts since activating the account and 1,068 members following the account. During the 3-month review period for this study 11 posts were made to Organization D’s Instagram account. Four of the 11 posts made

specific reference to solicitation of donations for the organization directly or through a fundraising event. Five of those posts were identical to posts made on the organization's Facebook page; some of which were on the same date and others within a few days of being posted to Facebook.

Organization D had an active account on Twitter since January 2015 and at the time of review had 1,047 platform members following the account. Twitter was the least used social media platform by Organization D with only two posts made in the 3-month time frame of review for content. Both posts were identical to content on Facebook and Instagram, and only one post made specific reference to solicitation of donations for the organization directly for Giving Tuesday.

Based on the review of active social media accounts for Organization D from November 2020 through January 2021, all platforms were used in a limited fashion, with Facebook having the most activity followed by Instagram and Twitter. It is unclear, based on publicly available analytics information, why the organization chose to post more significantly on one platform over the others. The implication of the limited amount of participation through the various social media platforms is that Organization D may not have been reaching the full capacity of potential donors across the platforms.

The focus of Organization D's social media presence during the review period was primarily on program services offered, followed by fundraising. The small number of posts referencing fundraising and solicitation of donations showed that the organization may not have taken advantage of social media to create opportunities for fundraising on the platforms as recommended by best practices by Gilstrap and Minchow-Proffitt

(2017). The limited fundraising activity may be preventing the organization from reaching full organizational capacity and creating a sense of urgency for its stakeholders. The lack of updated materials posted for the organization may be indicative of not maintaining adequate staffing levels, as recommended in the best practices (Gilstrap and Minchow-Proffitt, 2017).

Multiple Case Comparison and Analysis

Organizational documents on fundraising and philanthropy activities were obtained and reviewed from each organization's website. An evaluation of active Facebook, Instagram, and Twitter accounts used by the organizations was also completed to identify social media posting trends such as the number of posts made, types of fundraising campaigns, events, and various partnerships advertised. A 3-month time frame from November 2020 through January 2021 was chosen for review of social media content. This time frame was chosen as a review period because it includes a significant global, annual fundraising campaign: GivingTuesday. This campaign is a global nonprofit movement started in 2012 to encourage people to do good (GivingTuesday, n.d.). The campaign is held annually the Tuesday after Thanksgiving and enables NPOs to register with GivingTuesday to be recognized in their global network for additional exposure. GivingTuesday (n.d.) recommends using hashtags and posting on all social media platforms to increase fundraising opportunities. After a review of all social media posts during the 3-month time frame was completed, the data were analyzed to determine a hierarchy of content topics posted by each organization. The percentage of posts

dedicated to fundraising as well as the theme with the most posts is listed by organization in Table 14.

Table 14

Total Posts with Fundraising Content vs. Other Themes

Organization	Total posts on social media	Posts with fundraising content	% of fundraising posts	Highest content theme
Organization A	3	3	100%	Fundraising (100%)
Organization B	86	10	12%	Program services (70%)
Organization C	324	61	19%	Program services (44%)
Organization D	53	16	38%	Program services (57%)

Organization C had the highest number of social media posts with 324. Although Organization C emphasized program services in posting theme content, posts on fundraising represented 19% of activity on social media. Organization B was next with a total of 86 social media posts during the 3-month review period with fundraising representing 12% of social media activity. Organization D was third in number of posts with 53. They had a larger percentage of activity focused on fundraising at 38%. Organization A had the lowest amount of social media activity during the selected review period with only three posts across all platforms. One hundred percent of Organization A's posts were associated with fundraising. Organization C posted more than any other organization and documented substantially higher levels of donations and contributions

as compared to the other three organizations. Without additional data, it is unknown if this is a direct result of social media post quantity.

It is important for organizations to find a balance in content to meet the needs of all stakeholders. Although there is no gold standard established, there has been recognition that 20% of content posted should be connected to fundraising (D'Avanza & Stamer, 2020). Based on this rule of thumb, only Organizations A and D had the recommended threshold for posts related to fundraising.

Maternal mental health organizations are facing increased competition in the nonprofit sector from other nonprofits competing for stakeholder attention and donor dollars (Feng et al., 2012). In addition to that competition, these organizations are also faced with tackling a mounting mental health crisis impacting mothers and families across the United States (Harrison et al., 2020). If maternal mental health nonprofits can balance content with post volume to increase their network reach and increase transparency to gain stakeholder trust, they may be able to catch up to for-profit organizations in using technology to achieve organizational capacity (Raman, 2016).

Finding 1: Effectiveness of Maternal Mental Health Social Media Fundraising Activity Can Be Improved

Fundraising is an essential element to achieving organizational capacity for any NPO. Because a large volume of revenue is generated from fundraising, it is critical to maintain a consistent, high level of fundraising for these organizations. As noted in the literature by Kim et al. (2014), donations and grants account for almost half of the nonprofit sector's total proceeds. Rathi and Given (2017) state that many nonprofits are

challenged because of funding and competition, and therefore it is vital that they discover new ways to promote stability and growth.

Table 15 shows a comparison of yearly fundraising data for each of the four maternal mental health NPOs. Although Organizations A and B both saw a decrease in fundraising revenue from 2017 to 2018, overall Organizations A, B, and C saw an increase year over year. If this 3-month period of review is representative of each organization's overall social media posting practices, Organization C's consistency in fundraising revenue might be attributed to its larger number of social media posts.

Table 15

Comparison of Yearly Fundraising Data Across Organizations

Organization	2016	2017	2018	Year over year
Organization A	\$9,859	\$69,388	\$69,035	+ \$59,176
Organization B	\$110,988	\$193,268	\$161,666	+ \$50,678
Organization C	\$133,091	\$189,281	\$214,976	+ \$81,885
Organization D	\$16,334	-	-	-

As noted by Xie (2020), social media is an integral component of fundraising for NPOs. For-profit organizations have made better use of social media in comparison to nonprofit organizations (Raman, 2016). If nonprofits continue to lag, they may miss fundraising opportunities essential for building the capacity needed for business sustainability.

An analysis of the four maternal mental health organizations social media usage suggests that maternal mental health organizations may tend to emphasize program services in their posts over fundraising. This is significant in terms of capacity building because each of the organizations relies almost entirely on fundraising to operate. For example, all four organizations in this study rely on fundraising for more than 55% of their overall average organizational revenue. Though it is important for the organizations to promote their program services, an increase in fundraising posts may be beneficial to ensure organizational capacity to sustain program services.

Across the four organizations there was a high degree of variability in social media fundraising activity. In the 3-month review period, the four organizations made a total of 466 social media posts on Facebook, Instagram, and Twitter. Ninety of those posts were focused on fundraising; the other 376 posts were focused on program services, COVID-19, general organizational information, or another advocacy topic. Three of the four organizations posted with regularity, with one organization posting only three times in the review period.

The academic literature suggests that regularity and timing for effective social media posting varies by platform. Nonprofits that posting twice a day on Facebook is fine but posting four to six times per week is better (Mansfield, 2012). Over posting can cause followers to scroll past posts or even hide organizations from their feed. Sporadic posts in the evening, and on Saturday or Sunday tend to produce high levels of engagement (Mansfield, 2012). In contrast, Mansfield (2012) recommends posting, or “tweeting,” four to six times per day on Twitter to see the most traction. Most users visit Instagram

several times a day making one to two posts per day on that platform ideal (Smith & Anderson, 2018). The four organizations in this study used Facebook as the primary platform for social media fundraising during the 3-month sampling period. Facebook tends to be the typical platform nonprofits use to solicit donations, but now that social media channels can connect there is no one recommended platform of choice (Mansfield, 2012). Time of day can impact effectiveness of posts as well. Without access to internal analytics for the four organizations, time of day detail was not available for the posts in the 3-month review period. Understanding biology is important to gain an advantage in driving social media traffic (Kanuri et al., 2018). Choosing time of day to post, along with type of content, can vary in efficacy because of human circadian rhythm (Kanuri et al., 2018). In general, posting in the morning results in higher engagement, but that posting content at times when audiences are most naturally receptive based on sleep-wake cycles can improve effectiveness of social media strategy (Kanuri et al., 2018). Each of the organizations in the study varied greatly in the number of posts, the platforms they actively used, and consistency of post content. Although all four organizations have similar missions, each one is using social media tools in different ways.

Although there is no gold standard regarding the ideal number of nonprofit social media fundraising posts, at least one study has suggested a 20/80 rule – a minimum of 20% of all social media posts should be related to fundraising (D’Avanza & Stamer, 2020). Two of the four organizations in this study meet this suggested 20/80 metric. Mansfield (2012) also recommends quality content in posting over sheer quantity. Keeping posts short is recommended for all social media platforms, not just those that

limit characters such as Twitter (Watson, 2017). Table 16 shows the character length of all posts across the four organizations reviewed. Organizations A and D favored short length posts as recommended by the literature. Organizations B and C tended to use medium to long length posts.

Table 16

Post Length Across all Platforms

Organization	Short posts (50 words or less)	Medium posts (51-100 words)	Long posts (101 words or more)
Organization A	2	-	1
Organization B	25	34	27
Organization C	98	183	43
Organization D	36	10	8

In addition to timing of posting, creating a pleasant and eye-catching visual stimulus is important to enhance post effectiveness (Gilstrap & Minchow-Proffitt, 2017). Adding a variety of images and short videos to posts entices viewers to follow accounts and share content in their own networks (Watson, 2017). Using content other than plain text provides an opportunity to drive traffic from one platform to another (Mansfield, 2012). Making posts and status updates richer and more visually appealing increases the likelihood of “likes” and “shares” (Mansfield, 2012). Quality posts are defined as those with fresh and relevant content that grab the attention of platform users and motivate them to share the information (Mansfield, 2012). Waters et al. (2009) define quality posts as information that is useful for stakeholders.

Table 17 shows how each organization varied text and content of their posts in the review period. These differences include using text only, graphics only, graphic plus text, and text plus other media such as links and video. Two of the four organizations posted text only content, and two of the four posted graphic only content which is against best practices. All four organizations used graphic and text content and rich media content in posts. All posts for Organization A and B were graphic and text or mixed media, with external links and video content, as recommended in the literature. The majority of posts by Organization C included rich content, whereas Organization D posted evenly across each category which may have limited post traffic and sharing. Of the four organizations, three of them used visual stimuli according to best practices.

Table 17

Post Content Across Organizations

Organization	Text only	Graphic only	Graphic and text	Text and other rich media
Organization A	-	-	1	2
Organization B	5	-	50	31
Organization C	-	23	41	260
Organization D	8	13	19	14

Finding 2: Funding Transparency Can Be Improved

Forming trust with stakeholders and providing transparency regarding use of funds can greatly impact whether organizations achieve desired fundraising goals. People trust organizations when they see frequent and transparent information posted on their

social media platforms (Gilstrap & Minchow-Proffitt, 2017). As mentioned previously, cultivating trust between stakeholders and organizations is vital to increasing networking activity and donations (Feng et al., 2012). Stakeholders want to see consistent and transparent communication from a nonprofit organization about finances and where those dollars are going (Feng, 2012). Websites are primary social media platforms to communicate funding and program activity to existing and potential stakeholders (Goldkind, 2015).

Feng et al. (2012) noted that increasing trust by increasing transparency may lead to a positive correlation in donation revenue. Feng et al. (2012) found that consumers' perception of nonprofit social media strategies had a significant effect on trust levels and that trust positively influenced donation intention. It was also noted that consumer electronic word of mouth was impacted by social media strategy. Three out of the four organizations did not share annual reports, details of completed fundraising projects, or program outcomes on their websites. Organization C was the only organization in the study with a degree of transparency regarding allocation of fundraising dollars and status of projects.

Although each of the organizations made posts to social media platforms to allow for an opportunity to cultivate trust and transparency with stakeholders, the limited levels of posting related to fundraising for most of the organizations may have reduced their opportunity to improve funding transparency. Three of the four organizations had program services as the highest content theme across all social media posts during the review period, instead of fundraising. Creating a strong social media presence with clear

communication regarding fundraising initiatives allows organizations to reach the intended target audience more effectively (Lim et al., 2019).

When stakeholders do not have trust in an organization, they are more likely to funnel their philanthropic donations to other places (Soboleva et al., 2017). According to the Pew Research Center (2017) only 3% of Americans trust information from social media platforms, such as Facebook, Twitter, and Instagram. The limited amount of data regarding finances posted by three out of the four organizations potentially creates a lack of transparency into organizational planning and capacity building. Without this information, stakeholders and potential donors may feel less confident that donations are used in a responsible and consistent manner to support programs of interest.

Finding 3: Social Media Fundraising Communication Strategies Are Needed

According to D'Avanza and Stamer (2020), NPOs need to help donors understand how their direct financial support makes an impact. Use of intentional communication is vital to developing an effective communication strategy. Intentional communication is defined as effective means of communicating a purpose with external stakeholders (D'Avanza & Stamer, 2020). Across all four organizations, 466 total social media posts were evaluated for content. Out of those posts, 90 focused on fundraising. This equates to 19% of all posts as using intentional communication about fundraising.

Best practices from the literature also indicate that organizations should capitalize on year-end giving seasons and other social media fundraising campaigns to encourage individual donors to contribute (D'Avanza & Stamer, 2020). This campaign strategy allows organizations to create a sense of urgency to connect with stakeholders and

influence donating habits. Three of the four organizations mentioned end of year opportunities to donate in the month of December to enable donors to make an impact and capitalize on an individual tax deduction with their donation. This is a good example of using intentional communication as part of a strategy to encourage donations.

Choosing the correct social media platform is another important facet of the communication strategy. According to Watson (2017), Facebook is geared towards news and entertainment with a focus on video content. Instagram is a more visual network, perfect for images and videos, but is not ideal for driving website traffic links cannot be inserted (Watson, 2017). Watson (2017) states that Twitter is a news and conversation-based tool, with retweeting highly encouraged to disseminate information. Bhati and McDonnell (2020) noted that organizations with a larger Facebook network size, a greater number of posts, and more sharing of posts, have higher numbers of donors and higher levels of donations. All four organizations used Facebook for social media content more than any other platform with an average of 63% of all posts made on Facebook. The number of followers for the four organizations varied greatly from 1,545 to 15,130 showing large variability in Facebook network sizes. Table 18 shows how each organization adhered to recommended best practices by platform. Three of the four organizations used Facebook and Instagram according to best practices, though only one organization utilized Twitter in its suggested capacity.

Table 18*Best Practice Adherence by Social Media Platform*

Social Media Platform	Best Practice Use	Organization A (number of followers)	Organization B (number of followers)	Organization C (number of followers)	Organization D (number of followers)
Facebook	Video content and website driver	Used only to drive to website (15,130)	Used video content and to drive to website (2,308)	Used video content and to drive to website (9,295)	Used video content and to drive to website (1,545)
Instagram	Graphics and videos	Used graphics only (2,707)	Used graphics and videos (1,801)	Used graphics and videos (2,752)	Used for only graphics and text; no video (1,068)
Twitter	News and updates	Not used (196)	Rarely used (1,904)	Used for videos and retweeting (2,330)	Rarely used (1,047)

Implications*Implications: Social Media Analysis*

Analyses suggest that the four organizations in this study have an opportunity to expand use of best practice fundraising activities on social media. Current emphasis on posting about program services instead of mentions of fundraising may be limiting organizational opportunities to solicit donations. Not maximizing opportunity for social media fundraising may result in the organizations missing new donors, and chances for increased giving. More activity on social media and more posts about fundraising and donor recruitment may increase organizational capacity (Mansfield, 2012).

Using social media content to create intentional communication with stakeholders is essential. If organizations commit to intentional communication, then they may reach

to more donors. If they can expand their reach to new demographics, they may be able to increase funding and promote their mission to a wider audience.

Fundraising is an integral component to organizations meeting capacity to fulfill their mission and vision. If donations are not coming in to support organizational operations, then the organizations may not be able to continue to function. If these organizations can no longer operate, then they can no longer fulfill their mission to help those affected by maternal mental health issues. It is important that each organization ask for donor support with a call to action on how they can make an individual impact (D'Avanza & Stamer, 2020).

Implications: Positive Social Change

Positive social change refers to the role organizations can play in addressing challenges faced by communities to advance societal well-being (Stephan et al., 2016). One implication for social change is that increasing fundraising capabilities through social media can allow organizations to operate at a higher level of organizational capacity to reach a broader audience to promote their mission and vision (Zhou & Ye, 2019). Raman (2016) noted that for-profit organizations had taken advantage of the strength of social media whereas most nonprofits were still attempting to implement the new communication practices that can be applied to social change initiatives. Social media has been used less efficiently for fundraising and development along with policy advocacy and social change initiatives in the nonprofit sector (Goldkind, 2015). Based on the work of Bhati and McDonnell (2020), a user's investment in and engagement with an

organization's social media activity tends to generate returns in higher donation dollar amounts and number of donors.

Strengths and Limitations of the Study

A strength of this study was the examination of information across four similar nonprofit maternal mental health organizations, as opposed to a single case study. Reviewing data across multiple organizations provides a broader understanding of the common issues experienced by similar nonprofits in this specific niche area. Examining multiple cases improves the likelihood that findings are valid and generalizable to similar NPOs.

Another strength of the study was use of qualitative research methodology. This approach allowed flexibility in data collection and analysis to explore the unique social media activities of each organization. Using a qualitative methodology also allowed for the interpretation and contextualization of social media practices as they relate to fundraising for NPOs (Baskarada, 2014). Whereas quantitative research focuses on testing a priori hypotheses, qualitative research methodology provides a degree of flexibility to pursue evaluation of study findings as they unfold.

This study relied solely on publicly available data for the organizations, such as website content and analytics on each social media platform. This was a limitation of the study and associated analysis. The absence of nonpublic organizational data, such as leadership interviews and archival records, limits the level of insight into each organization's unique social media strategy. As a result, there is an inability to determine the specific level of organizational awareness of social media capacity building best

practices. Another limitation of the study was the absence of detailed financial information for multiple years for each organization. The absence of this information prevented description of social media campaign effectiveness, such as exploring each organization's social media use in relation to specific fundraising outcomes. The nature of the study and the interpretation through the coding process may potentially limit replication of findings in future studies (Queiros et al., 2017).

Summary and Transition

Section 4 included a review of the data collection process, the associated data analysis, and findings related to the practice problem. Data collection, data analysis, and discussion of implications for each organization was completed followed by a review across all four organizations to align with the multiple case study methodology using Mayring's (2000) approach to qualitative content analysis. Findings revealed that the organizations have an opportunity to increase social media fundraising activities, use intentional communication in social media and increase the level of fundraising transparency with stakeholders. Improving in these areas may allow organizations to achieve fundraising goals, increase organizational capacity, and build a broader donor base to support financial sustainability.

The analysis of findings within Section 4 informed the recommendations provided in Section 5. These recommendations focus on methods for nonprofit maternal mental health organizations to increase fundraising opportunities to, in turn, increase organizational capacity. The recommendations have applicability to any nonprofit maternal mental health organization using social media.

Section 5: Recommendations and Conclusion

Recommendations

The purpose of this descriptive, multiple case study was to examine the role of social media as a fundraising tool for four maternal mental health NPOs. Even with the pervasiveness of maternal mental health issues, obstacles remain across cultures and socioeconomic statuses to obtaining appropriate diagnosis and treatment for perinatal mental health disorders. The Maternal Mental Health Leadership Alliance (n.d.) reported that one in five women experience some mental health condition or substance abuse disorder during pregnancy or postpartum. Of the women who screen at-risk for postpartum depression, 75% do not receive treatment and the cost of not treating these conditions totals 14.2 billion dollars annually in the United States (Maternal Mental Health Leadership Alliance, n.d.). The high level of need for this population combined with the high costs of untreated maternal mental health problems supports the value of maternal mental health NPOs. However, organizational capacity to identify and treat maternal mental health problems must be consistently maintained. But most nonprofits do not spend enough on overhead, which can send them into a cycle of lacking sufficient infrastructure to enable them to serve those in need (Gregory & Howard, 2009).

Leaders of organizations can benefit from understanding social media's impact and influence on all facets of capacity but primarily fundraising efforts (Sun & Asencio, 2019). Based on the analysis of data from the four organizations in this study, the following recommendations are offered regarding social media activity use for maternal mental health nonprofits in relation to identified best practices.

Recommendation 1: Complete Social Media Audit/Needs Assessment

As noted in Finding 1, the opportunity exists for maternal mental health NPOs to improve effective use of social media for fundraising. But nonprofits tend to lag behind for-profit organizations in the implementation of technology and associated assessments (Raman, 2016). Social media is one of the most productive ways for NPOs to generate awareness of this cause and raise funds, which both contribute to capacity building efforts (Quinton & Fennemore, 2012). Social media use among NPOs has increased considerably in recent years because it allows these organizations a way to reach potential donors quickly and effectively (Carboni & Maxwell, 2015). It is important, however, that an organization understands the gaps between its current social media capacity and ideal social media capacity.

A starting point for this gap analysis is to first conduct a social media audit/needs assessment before any organization can adequately develop a new or improved social media strategy. A social media audit/needs assessment enables organizations to conduct performance analysis on social media activity and set specific benchmarks to determine return on investment metrics (Yip, 2020). This process involves collecting information and analytics about an organization's social media activity and using that data to assess its performance (Yip, 2020). The goal of the needs assessment is for organizations to define their goals and objectives for social media use to give a baseline against which they can monitor future progress (Mansfield, 2012). After defining goals and objectives, organizations can define specific metrics to monitor and create a system to track progress month by month (Mansfield, 2012). It is recommended that organizations review website

traffic, social media platform analytics, online dollars raised, and event attendees (Mansfield, 2012).

There are a variety of resources that exist to support organizations to complete this audit and assessment process. Tools such as *HootSuite* or *Zoho Social* offer social media management tools and detailed performance analysis reports to translate data into tangible metrics that illustrate return on investment for organizations (Yip, 2020). *HootSuite* is useful for organizations of any size, whereas *Zoho Social* is targeted for small to medium-sized organizations, such as those included in this study (Yip, 2020). These tools, and those similar to them, allow organizations to monitor all social media platforms in use, create specific metric driven reports, and track social media performance over time. Each platform allows organizations access to user analytics, and organizations can also make use of social media dashboard services to monitor activity for multiple platforms in one location (Mansfield, 2012).

Recommendation 2: Develop Social Media Use Capacity

A primary area of concern for nonprofits is achieving organizational capacity, which includes operations, leadership, and planning, all of which contribute to accomplishing the objectives of the NPO (Sun & Asencio, 2019). Studies have shown that social media-based fundraising and donations can be used to help reach desired levels of capacity (Saxton & Wang, 2014). For these organizations to develop their social media use capacity, they need expertise, technology, and strategy.

Develop Expertise in Social Media Use

Many NPOs, particularly those smaller in size and capacity, rely on part-time staff and volunteers to maintain operations (Chandler & Kennedy, 2015). Lack of staff is one of the primary barriers to successfully implement a viable social media strategy within an organization (Xie, 2020). But recruiting staff with social media experience can be a difficult process. Additionally, organizations with more users in their Facebook network, more posts, and more sharing of posts, had more donors and higher levels of donations (Bhati & McDonnell, 2020). Large NPOs with extended social networks and a high number of followers obtain more donation dollars through social media platforms in comparison to organizations with more limited social networks (Saxton & Wang, 2014). Thus, social media platforms present nonprofits of all sizes with innovative methods to communicate and fundraise in contrast to traditional annual giving avenues (Nageswarakurukkal et al., 2020). It is recommended that organizations have staff appropriately trained in navigating social media to help them increase their network and traffic on their social media pages.

Leaders in NPOs should focus on staff and volunteer recruitment to include individuals with skill sets amenable to using social media activity and strategy (Nah & Saxton, 2015). Although many organizations maintain an active presence on a variety of social media platforms, if the posts are not strategic or reaching the targeted audience, organizations will struggle in promoting their mission and vision (Carboni & Maxwell, 2015). It is recommended that organizations include social media as a required skill set in the hiring process for a set number of staff and for volunteers. It is also recommended

that current staff update skills and learn new skills by attending relevant social media trainings. If budget allows, hiring a social media consultant to initiate organizational strategy may be a beneficial practice.

Develop Technology

To capitalize on social media use, it is suggested that NPOs build a solid infrastructure to support these fundraising efforts (Gregory & Howard, 2009). Most nonprofits acknowledge that improvements should be made on infrastructure, but they are hesitant to increase overhead spending necessary to implement changes and improvements (Gregory & Howard, 2009). However, underfunding can significantly affect revenue streams for nonprofits. Limited overhead spending can result in lack of training for staff, outdated technology, and the absence of accurate data jeopardizing organizational health and mission fulfillment (Gregory & Howard, 2009).

As noted in Finding 3, using the right social media platform, for the right audience, and for the right purpose can make a difference in effectiveness of organizational messaging. It is recommended that fundraising content should be strategically developed according to specific social media platforms. For example, Facebook is seen as more effective in reaching a general public audience, whereas Twitter can be more useful for organizations to connect with other organizations and with members of the press (Hou & Lampe, 2016). Social media platforms are strong influences on all audiences and consumers, but particularly on young consumers, who tend to be attracted to organizations and philanthropic causes promoted by family, friends, and peers (Wallace et al., 2017). These younger consumers tend to allocate their

donation dollars to organizations promoted by individuals they know (Wallace et al., 2017). One way to connect to the younger social media consumer is through celebrity influencers and to link online shopping vendors to fundraising links. Cultivating partnerships with celebrities or linking purchases through AmazonSmile are strategies that organizations can use to supplement current fundraising opportunities.

Platforms like Facebook have integrated tools specific for NPOs to allow fundraising directly from their public pages, as well as links to related organizations to increase their fundraising capacity (Facebook, n.d.). Users can repost organizational content on their personal pages to help disseminate messages across their network. Facebook also offers the capability for individuals to request family and friends donate to a select organization on their behalf in lieu of birthday gifts. Direct connections through users' individual networks can assist organizations in attracting new donors. As previously mentioned, social media content initiates donations from many younger users of social media (D'Avanza & Stamer, 2020; Saxton & Wang, 2014). Approximately 52% of Gen Z and 45% of millennials donated to a specific cause in 2020 directly through social media influence (D'Avanza & Stamer, 2020).

Develop a Social Media Posting Strategy

It is recommended that organizations develop and maintain a strategy for timing and frequency of posts across platforms to stay relevant within the community and to increase social media following. This will assist in increasing the number of likes and shares for posts. Organizations need to be intentional with their communication by balancing their asks for donations (20% of content recommended) with information that

delivers direct information and value to stakeholders (80% of content recommended; D'Avanza & Stamer, 2020). Part of developing expertise in social media use is recognizing quantity of posts versus quality. Smaller NPOs can best use resources by emphasizing quality of posts over quantity (Mansfield, 2012). When organizations post too frequently, they run the risk of users ignoring their content or unfollowing the social media page altogether (Mansfield, 2012).

Recommendation 3: Develop a Social Media Fundraising Strategy

As noted in Finding 3, a communication strategy for social media fundraising is needed to effectively communicate with stakeholders. An effective communication plan/strategy should include ways to engage their stakeholders in two-way communication (Carboni & Maxwell, 2015). A strategy for social media use is imperative for achieving organizational goals (Kwayu et al., 2018). In reference to social media use, strategy can be defined as using social media platforms to create both value and an advantage over competitors (Piskorski, 2014). There is an underlying connection between having an effective strategy and maintaining competitiveness within the organizational context (Kwayu et al., 2018).

Driving Organizational Strategy

To help drive and develop the communication strategy, organizations may benefit from acting on the gaps found in their social media needs assessment. An effective strategy can include using all available social media resources that are already widely used. Facebook, Instagram, and Twitter are low-cost applications with built-in capability that NPOs can use to interact with stakeholders (Lovejoy & Saxton, 2012). Organizations

can strategize for each channel by setting specific goals, developing a donation process, and setting a posting schedule for efficiency (Mansfield, 2012). Using the Internet and social media to connect with donors is imperative for nonprofits to access stakeholders and increase financial capacity (Agozzino & Fleck, 2016; Erwin & Dias, 2016). Because Facebook, Instagram, and Twitter rank among the top 10 most visited websites in the United States as of January 2021, increasing social media activity of NPOs means more exposure for increasing organizational capacity (Semrush, 2021). These platforms enable organizations to tap into a ready-made and growing audience they might otherwise never connect with (Semrush, 2021).

Trust as a Component of Strategy

As noted in Finding 2, transparency surrounding fundraising and developing trust with stakeholders is important for nonprofit sustainability and should be a part of social media strategy. Individual users on social media platforms want to trust and believe in the organizations that they follow. To increase trust levels, along with encouraging information sharing and networking, nonprofit maternal health organizations need to create a sense of urgency surrounding their cause, while also encouraging social media followers to share organizational content (Feng et al., 2012). NPOs depend on social media to publicize their cause and achieve institutional mission and vision (Auger, 2013). With increased competition in the nonprofit sector, organizations are fighting for resources to remain operational (Feng et al., 2012). These organizations can use social media to raise awareness and heighten recognition of maternal mental health issues that

push users to repost content and expand their reach through individual networks (Feng et al., 2012).

The connections and networking done through social media platforms are valuable to NPOs. Users and account followers are more motivated to donate to organizations when family and friends promote a specific cause, as opposed to organizations that they have never been exposed to (Quinton & Fennemore, 2012). Facebook users can repost organization fundraisers and request donations be made on their behalf to their preferred nonprofit of choice for their birthday each year (Facebook, n.d.). When followers of NPOs share posts related to fundraising, family and friends in their network are more likely to pay attention and commit to those same organizations financially (Quinton & Fennemore, 2012). Donors want to help solve problems, so organizations need to inform supporters of how they can help address urgent needs, especially through donations (D'Avanza & Stamer, 2020). Creating a positive experience for followers is imperative, through consistency of posting, creating interesting content with visual images, and engaging with supporters and volunteers (Semrush, 2021). Organizations should post regular, frequent, data driven, and anecdotal content regarding maternal mental health and encourage persons following the social media accounts to share and repost information to broaden outreach and scope.

Future Studies

This study highlights the need and opportunity for additional research for maternal mental health nonprofit use of social media for capacity building. Continued exploration of social media best practices specific to behavioral health nonprofits would

add to the current gap in literature. Additional examination of maternal mental health nonprofits is recommended because of the lack of social media best practices specific to this niche area of nonprofit. Future researchers would benefit from access to internal organizational documents related to social media and fundraising strategies. This would allow for in-depth assessment of how organizations include social media use in strategic planning to impact organizational capacity.

Future studies would also benefit from direct access to individual social media platform analytics to assess activity and online performance at a more detailed level. Future researchers could investigate similar practices at other behavioral health organizations based on similar levels of social media activity to see if results are comparable in fundraising outcomes. This study was qualitative in design, but future research could conduct quantitative studies with more emphasis on social media analytics and a potentially longer frame of time for content review. Further research can also be done on the most efficient and effective methods to implement social media strategy in nonprofit behavioral health organizations. The data obtained in the study illustrates that the problem identified justifies further investigation based on the lack of information in the literature specific to maternal mental health nonprofits.

Conclusion

Nonprofit behavioral health organizations tend to rely heavily on external donations and fundraising opportunities to generate the bulk of their revenue and remain competitive within the sector (Kwayu et al., 2018). To stay relevant in the sector and promote organizational capacity, NPOs need to develop and execute a social media

strategy to maximize fundraising and outreach. This qualitative, multiple case study focused on a review of social media content of four nonprofit behavioral health organizations that provide maternal mental health programs and services in the United States. Each organization in this study had different levels of activity across the social media platforms reviewed.

The purpose of this study was to examine the role of social media as a fundraising tool for the four identified maternal mental health NPOs. The study explored the social media activity and behavior of the organizations based on best practices identified in the literature focusing on increasing organizational capacity. Social media fundraising best practices were identified in a review of academic literature including creating a sense of urgency, using a visual stimulus, creating new opportunities for fundraising on social media, developing trust with stakeholders, having trained staff in the organization, and using social media for two-way communication. Key findings were identified, including opportunities to increase social media fundraising activities, use of intentional communication, fundraising as an integral facet of organizational capacity, and increasing level of transparency with stakeholders. Based on these findings, recommendations were made that maternal mental health nonprofit leaders should consider when developing and implementing actions to build organizational capacity using of social media fundraising.

Social media is an integral component of fundraising for NPOs. The literature review did not yield results regarding social media use specific to maternal mental health NPOs. Based on public relations literature, there has been a long history of using certain communication strategies to target key audiences, but research is just now being done on

targeted use of social media for this purpose (Carboni & Maxwell, 2015). If maternal mental health organizations are not posting fundraising related content the recommended 20% of the time, they may be missing the chance to maximize revenue growth. Many factors differentiate NPOs, such as size, budget, resources, and mission (Xie, 2020). Even in the virtual world with access to social media, nonprofits face financial limitations and critical barriers when they have small budgets (Kim et al., 2014). If organizations are not actively implementing strategies to increase funding year over year, then they may limit the potential for fulfilling their mission and vision and serving the public as intended.

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