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Health Care Providers' Responses to Fibroid Prevalence Among African American Women

Sadio Noni Green
Walden University

Walden University

College of Social and Behavioral Sciences

This is to certify that the doctoral study by

Sadio Green

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Dr. Frederica Hendricks-Noble, Committee Member, Psychology Faculty
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Sue Subocz, Ph.D.

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Abstract

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MA, Chicago School of Professional Psychology, 2015

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Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Psychology

Behavioral Health Leadership

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Abstract

African American women are disproportionately affected by fibroids, and many of them have reported health care experiences of discrimination, biases, and differential care that have affected their overall health significantly. African American women are less likely to receive necessary clinical services and often choose not to seek professional help for psychological symptoms. Discriminating experiences and the suppression of internal struggles has resulted in African American women coping independently with loneliness, anxiety, and depression. There is a need for health care providers to analyze their care management of African American women's fibroid concerns and to provide interactions and interventions that focus on decreasing health disparities. In this qualitative study, the ways that a small for-profit organization managed the fibroid concerns and symptoms of African American women and how the organization could best support their psychological well-being were explored. The Baldrige excellence framework was the conceptual framework used to identify critical aspects of the organization's strategies, leadership, and operations. Data were collected through four semistructured interviews with members of the organization and a review of the organization's website and internal documents. Findings indicated ways health care providers acknowledge the discriminatory history of African Americans and ways they address their concerns. The potential for positive social change lies in the opportunity to gain insight into the care management of this population and decrease negative health care experiences in the African American community.

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Dedication

The study is dedicated to my mother. I wish that I could have accomplished this

academic milestone before the disease took your memories.

Acknowledgments

I wish to acknowledge the Black women who have suffered in silence to maintain their strength and protect their families: You are worthy of happiness. You are enough. I also would like to recognize my soul-friends, family, ancestors, angels, and God.

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Section 1a: The Behavioral Health Organization

Introduction

Organization XYZ is a small for-profit, single-member limited liability corporation in the southwestern region of the United States. According to the organization's website, XYZ offers women virtual coaching, group coaching, and wellness retreats; a four-step wellness program; and products for women to address mental wellness, professional goals, freedom, and lifestyle. XYZ provides tools to women to avoid burnout, manage lifestyle stress, and balance work and home life through individual and group coaching. According to XYZ's website, the organization has no part-time or full-time employees, and the chief executive officer (CEO) serves as the key leader. According to Organization XYZ's CEO, the organization participates in speaking engagements and conferences around the United States, providing women with strategies for advancing professionally, living well, and leaving legacies. The organization reaches hundreds of women from diverse backgrounds annually.

Personal communication with the CEO and a review of the organization's website indicated that the organization was founded in 2010. The website also indicated that the CEO is a wellness scientist and a lifestyle and holistic coach and holds a doctoral degree. The CEO is a collegiate educator for health care, communications, and wellness. Organization XYZ uses contractors and consultants when the CEO considers their expertise imperative to ensure clients' well-being and offer clients a variety of necessary wellness services.

Practice Problem

African American women face many adversities, including a higher rate of fibroid conditions, diagnoses, and symptoms than their White counterparts (Baird et al., 2020). Although fibroid conditions are not uncommon, diagnoses and symptoms affect African American women at a greater rate than other women (Baird et al., 2020). On average, African American women are at risk of experiencing fibroids 10 years earlier than others and are 1.45 times more likely to experience infertility than White women are (Fuldeore & Soliman, 2017). The precise impact of fibroids on women's fertility and reproductive functioning remains unknown, so many African American women are diagnosed at childbearing age (Fuldeore & Soliman, 2017).

I conducted this case study to explore ways that Organization XYZ managed the concerns of African American women experiencing fibroid diagnoses and symptoms and how XYZ could best support their psychological well-being. The CEO of XYZ reported that African American women comprise a large percentage of the organization's clientele. According to the literature, African American women are disproportionately affected by fibroids, and they cope independently with internal struggles that have led to significant health disparities (K. Y.-H. Liao et al., 2020). In the health care field, African Americans have experienced unconscious biases, discrimination, and differential care that have had a negative impact on health outcomes (K. Y.-H. Liao et al., 2020). XYZ understood that African American women are faced with many challenges, so I wanted to analyze how the organization managed the women's fibroid concerns to be more supportive.

Successful care management of African American women's fibroid concerns could heighten program success and increase clientele. K. Y.-H. Liao et al. (2020) reported that African American women are significantly affected by fibroids, so if clients feel supported and are satisfied with XYZ's services, they are more likely to share their positive experiences with family members, coworkers, physicians, and peers. Sharing their positive experiences may lead to an increase in clients, CEO speaking engagements, and organizational revenue (Leon & Choi, 2020). Word-of-mouth endorsements from clients influence health care provider selection, and customer satisfaction influences word of mouth. In the health care industry, client satisfaction typically depends on the quality of such interpersonal interactions as respect, listening, and courtesy (Leon & Choi, 2020). The goal of this research was to gain a deeper understanding of the ways that Organization XYZ managed African American women's fibroid concerns as well as analyze the organization's interactions with African American clients. Leon and Choi (2020) reported that interactions between clients and organizations affect emotional connections, levels of respect, use of positive word of mouth, and client satisfaction.

Purpose

The purpose of the case study was to explore the ways that Organization XYZ managed the concerns of African American women diagnosed with fibroids or experiencing fibroid symptoms and ways to best support this population. I sought to address ways that the organization could best manage African American women's concerns and provide the desired psychological outcomes. XYZ has a significant percentage of African American female clients. Studying the ways that XYZ managed

African American women's fibroid concerns may help to facilitate the design of targeted interventions and services to fully support clients and the organization's values, mission, and vision.

Analysis of the data collected from this study may give Organization XYZ additional knowledge on social stigmas, economic stress, and psychological distress of African American women; such knowledge could influence treatments and services. This study supported XYZ's commitment to provide women with tools, ideas, and strategies to accomplish desired lifestyle changes by exploring ways to eliminate prejudice, bias, and stereotypes that continue to contribute to the health disparities of underrepresented groups. Lastly, I investigated health care providers' perspectives and experiences when caring for African American women with fibroid concerns.

The prevalence of African American women's fibroid concerns and ways that XYZ managed their fibroid concerns and diagnoses was the focus of this study. The best data sources were health statistics and interviews with XYZ's CEO and associated health care providers. Semistructured interviews with the CEO and consulting health care providers was the most practical way to obtain data and African American women's physical and mental health histories. Data sources included the consulting providers' webpages to gain information about the prevalence of fibroids and treatment of African American women. In addition, I analyzed information from XYZ's website and internal documents to gain insight into its case management and client experiences.

The results of this study highlighted health care providers' responses to African American women suffering from fibroid symptoms and the associated pain that these

women experienced. African American women suffer more from fibroid pain and are consistently less likely than White women to receive the necessary clinical services (Baird et al., 2020). The collected data may give XYZ additional knowledge about the psychological distress of African American women and the need to address failed health efforts. This study supported the organization's ongoing efforts to provide women with the tools and strategies needed to make desired lifestyle changes and address their goals. This study of the ways that XYZ managed these concerns provided insight into health care providers' perspectives about client involvement and satisfaction. The results of this study highlighted important components of care relevant to the ways that XYZ can address and manage African American women's fibroid concerns with a higher level of competency and compassion.

Significance

The potential implications for positive social change from this study lie in gaining insight into health care providers' perspectives and care management that might lead to an increase in the number of positive health care experiences for African American women with fibroid concerns. Fibroid symptoms can be physically and psychologically debilitating, and African American women experience a higher fibroid burden (Baird et al., 2020). On average, African American women develop fibroids 10 years earlier than White women and experience more fibroid-related health issues than White women (Baird et al., 2020). However, African American women have reported experiencing prejudice and discrimination at a higher rate than White women and often do not seek professional health for psychological symptoms (Baird et al., 2020).

I explored literature on the effects of the strong Black woman (SBW) schema, discriminating experiences, and internal struggles of African American women that have led to poor health outcomes (K. Y.-H. Liao et al., 2020). The SBW schema has instilled a positive self-image and cultivated self-efficacy while continuing to minimize the internal struggles of African American women; it has been linked directly to depression, loneliness, and anxiety among African American women (K. Y.-H. Liao et al., 2020). I examined the impact of African American women's past experiences to bring awareness to African American women's internal struggles and address the need for interventions focusing on increasing self-compassion (K. Y.-H. Liao et al., 2020). Understanding the connections between African American women's fibroid concerns and their history of internal struggles may further align XYZ's coaching, interactions, interventions, and services to support African American female clients. The results of this study may provide XYZ with data to provide more assistance to African American women diagnosed with fibroids who want to achieve a higher quality of life and decrease their health disparities.

Summary and Transition

Organization XYZ has operated for a decade and has provided women with the tools to achieve a lifestyle balance, advance their careers, manage their stress, and reverse burnout. XYZ offers coaching, retreats, wellness programs, products, and webinars for its female clients. The organization seeks to support marginalized women and understand their need for specialized interventions and interactions. There was significance in examining the organization's care management of clients and gaining insight into ways

that XYZ could be the most supportive to this population. I conducted this case study to explore ways that Organization XYZ managed the concerns of African American women experiencing fibroid diagnoses and symptoms and how XYZ could best support the women's psychological well-being through treatments and services. Data were collected from personal communication with the CEO, interviews with the CEO and health care providers, and a review of the organization's website and internal documents. In Section 1b, I present details about XYZ's organizational profile, including its strategic context and performance improvement system. Section 1b includes details about the practice problem and purpose of this study, along with their importance to XYZ.

Section 1b: Organizational Profile

Introduction

Organizational structure and operations are crucial components ensuring

sustainability and performance excellence (National Institutes of Standards and

Technology [NIST], 2017). Structure and operations contribute directly to overall

organizational success, achievement of objectives, and maintenance of values. Gaining an

understanding of the effect of external and internal factors on the CEO's decision making

gave me greater insight into the organization's influences and values. I also gained

insight into XYZ's operating procedures, allocation of decision making, task prioritizing,

and background regarding its care management of African American women's fibroid

concerns and diagnoses (Soderstrom & Weber, 2020).

In this section, I discuss the organizational environment, organizational

relationships, and organizational situation in detail. Organizational environment refers to

the ways that XYZ provides services, mission, values, vision, and core competencies.

XYZ's structure, stakeholders, suppliers, partners, and collaborations are described to

explain the organization's relationships. Lastly, in the Organizational Situation section, I

expand on the organization's strategic context and the lack of a performance

improvement system.

Organizational Environment

Services, Mission, Vision, Values, and Core Competencies

Organization XYZ was established in 2010 to empower working women

throughout their personal lives and professional careers (CEO, personal communication,

July 14, 2020). XYZ's website indicated that even though the organization is located in a southwestern U.S. state, it offers online coaching and products for women to address mental wellness, career paths, freedom of choice, and lifestyle in the comfort of their own homes or offices. The organization's website has a list of product offerings and a price list for all services and products.

XYZ's mission is to provide women with the strategies, tools, and ideas to live well while advancing accomplishments through online products and coaching. The organizational vision is to help women to maintain an intentional, focused, and healthy approach to wellness and to build a legacy (CEO, personal communication, July 14, 2020). Information related to services and core competencies was obtained from personal communications with the CEO.

Online coaching is provided in individual or group settings held by the CEO or in conjunction with other contracted health care providers and consultants. XYZ holds wellness retreats and often has speaking engagements arranged by medical clinics and health care organizations. The CEO is a research doctor, and XYZ's core competencies lie in life coaching, leadership development, achievable wellness strategies, and business branding and operations.

Workforce Profile

XYZ's CEO is the only member of the organization. Workforce information was obtained through personal communication with the CEO. All resources outside of individual coaching and products are provided through contractors and consultants hired by the CEO. The organization offers online coaching services for women from all

backgrounds, and the COVID-19 pandemic has resulted in an increase in the number of women seeking professional and personal coaching to help them. The pandemic has caused significant social, economic, and political upheavals (Cheval et al., 2020). All consultants and contractors hired by the CEO are fellow research doctors, physicians, and/or licensed mental health professionals (CEO, personal communication, September 24, 2020).

Assets and Regulatory Requirements

The CEO indicated that XYZ's most important assets are its willingness and capability to partner with other providers to increase the quality of life for women (CEO, personal communication, July 24, 2020). The organization consults with health care and mental health providers to women in the community. Some organizations consist of medical and mental health providers, and those with required licensures are regulated by the state. All providers are required by their licensure boards to provide quality care and reduce harm while providing services.

XYZ is operated from the CEO's home office. The organization is a general corporation and is owned by the stockholder. As a corporation, one individual can be the sole director, sole stockholder, and sole officer. The organization is not a registered health care organization and is not required to be accredited by the Commission on Accreditation of Rehabilitation Facilities or Joint Commission. All information related to XYZ's assets and regulatory requirements was gained through personal communication with the CEO.

Organizational Relationships

Organizational Structure

The organizational structure comprises one individual, who also is the organization's CEO and a life coach. The CEO, who is responsible for all aspects of the organization, emphasized that XYZ's services are not a substitute for making diagnoses, providing treatment, or offering medical advice (personal communication, July 14, 2020). XYZ's CEO decides if clients are candidates for services, provides coaching, locates consultants and contractors, attends speaking engagements, updates social media platforms, and determines the group coaching sessions and products provided quarterly to clients. The CEO is responsible for all workflow and accountability in the organization.

Clients, Other Customers, and Stakeholders

The CEO indicated that the organization's key stakeholders are community members, clients, contractors, and consultants (personal communication, July 14, 2020). According to the CEO, XYZ is dedicated to addressing the well-being of its clients and the community, remaining relevant in the wellness community, and establishing consistent communication with old and new clients by using its website, podcasts, and social media networks. The CEO indicated that thousands of women have interacted with the organization's website and social media platforms and that clients expect high-quality personal and professional coaching, ongoing communication, wellness tips, and products that help them to reach their desired outcomes.

The community stakeholders are the clients' families, friends, coworkers, and health care providers, (CEO, personal communication, October 1, 2020). Community

stakeholders have an interest in the organization and can be affected by the well-being of the organization's clients. These stakeholders are directly affected by women who experience stress, burnout, unbalanced lifestyles, and low career complacency (Adams et al., 2020). Community stakeholders can increase knowledge and awareness of many mental health topics, so their engagement and participation should be promoted (Adams et al., 2020). XYZ offers services that include coaching women to manage stress, reverse burnout, and gain career enhancements, and client satisfaction provides the community with productive, well, and balanced mothers, sisters, wives, partners, colleagues, and friends (CEO, personal communication, July 14, 2020).

Consultants and contract providers include licensed mental health clinicians, health care providers, and research doctors (CEO, personal communication, October 1, 2020). XYZ provides client coaching, and consultants and contractors are hired on an as-needed basis to lead group coaching sessions. The CEO indicated that although the organization does not offer emergency or crisis services, it does consult and contract services with licensed therapists and psychologists for clients with escalated mental health concerns. These stakeholders have duties and responsibilities to the citizens of the community as health care providers, and these professionals are stakeholders invested in improving health care delivery and outcomes (Pandi-Perumal et al., 2019). These stakeholders are collaborators with Organization XYZ, and their engagement and participation can improve clients' well-being and health outcomes (Pandi-Perumal et al., 2019). XYZ's website indicates that the organization does not offer emergency or crisis services but does offer wellness coaching related to avoiding burnout and restoring

balance. XYZ also escalates clients with clinical needs to licensed mental health professionals when needed.

Suppliers and Collaborators

According to the CEO, XYZ collaborates with other wellness organizations, health care clinics, and medical offices that hold wellness conventions, and the organization seeks established wellness coaches for client engagements (personal communication, October 1, 2020). Wellness organizations, health care clinics, medical offices, and other health care providers extend invitations to the CEO of XYZ to speak on relevant topics at conventions, engagements, and wellness retreats. Collaborators assist with XYZ's product and service delivery. The CEO can reach new potential clients and different audiences when invited as a guest speaker. In addition, collaborators assist in meeting the mission and vision of Organization XYZ by reaching marginalized women and providing them with wellness tools and strategies.

Organization XYZ's products are bought from a third-party supplier and reviewed by the CEO for quality. During the interview, the CEO indicated that unless disclosed otherwise on the organization's website, XYZ has no financial interest in the products other than in an affiliate relationship. Natural products are offered and listed on the organization's website and are purchased in bulk at wholesale prices on a monthly basis as necessary. The third-party supplier receives recognition for its products and a link to its website is available on XYZ's website. XYZ uses regular mail services to ship all purchased products to clients. The website also offers free links to speaking engagements, videos, audio, texts, and images held by the CEO. The website includes a statement that

these products are not to be reproduced, downloaded, or republished without written permission from XYZ.

XYZ's largest supplier is Suddenlink, a high-speed internet service that the CEO uses in her home office. Supplies such as staples, printing paper, printer ink, and other office necessities are purchased from Amazon and Office Depot. Cellphone service and a wireless hotspot for Wi-Fi capabilities on the CEO's laptop are provided by AT&T Wireless.

Organizational Situation

XYZ's CEO is the sole director and officer of the organization. She works long workdays, assuming full liability and responsibility (CEO, personal communication, September 24, 2020). The CEO indicated that a potential challenge is the possibility of burnout or personal or medical issues that may require time off, something that could affect the daily operations of the organization. If she is not present, there is no one else to replace her temporarily. Any absence then could become a disservice to clients.

In addition, during times of national crisis, XYZ is unable to accommodate a large increase in the number of clients, engagements, or appearances because the CEO is the only person running the organization. The CEO indicated that any failure to accommodate a surge in business would mean missing out on financial gains. The organization also has no performance improvement system, so the CEO monitors customer satisfaction by engaging with clients via social media posts and verbal communication. The absence of a performance improvement system in place and no solid

monitoring system does not allow the CEO to receive and address unfavorable critiques and anonymous recommendations.

XYZ has many advantages, including an outstanding reputation, sound expertise, the ability to focus on quality rather than funding, and the CEO's experience and expertise in the wellness field (CEO, personal communication, July 24, 2020). The organization is sought for speaking engagements at wellness treats and conventions because it provides educational and coaching services to the community (CEO, personal communication, July 24, 2020). The small size of the organization is another advantage: XYZ can accept private payments and does not have to compete with other providers for state grants and fundraisers. Private payments allow the organization to continue operating and focusing on the quality of care and products rather than funding possibilities.

Summary and Transition

Understanding XYZ's organizational environment, organizational relationships, and organizational situation emphasizes the importance of examining ways that the organization managed the fibroid concerns of African American women. In this section, I provided insight into XYZ's vision, mission, and core competencies while expanding on its key stakeholders, workforce, structure, collaborators, and strategic context. Understanding the processes and context the organization lacks expounds on the necessity to explore if services to African American women are satisfactory and meeting their needs. In Section 2, I explore XYZ's care management of African American women with fibroid concerns and provide an overview of African American women's

experiences in the health care system. The organization's strategic development, strategic

implementation, client engagement, and client satisfaction also are discussed.

Section 2: Background and Approach: Leadership Strategy and Clients

Introduction

The purpose of this study was to explore the ways that Organization XYZ managed African American women's fibroid concerns and diagnoses and how it could best serve and support them. Understanding the prevalence of fibroid concerns and diagnoses is important for Organization XYZ to provide ongoing support to marginalized women. To understand the concerns, feelings, and needs of African American women, there must be acknowledgment of their discriminatory history, inhibiting stereotypes, and negative health care experiences. African Americans in general have experienced biases, prejudices, and stereotypes that have contributed to disparities in their health care (D. Liao et al., 2020). The SBW schema implies that African American women have unbreakable strength and a high tolerance for pain that have resulted in their self-sacrifice and ability to cope independently with physiological distress. Understanding the experiences of African American women helped me to study ways that XYZ managed African American women with fibroid concerns.

Organization XYZ provides products and services to women seeking personal and professional coaching to increase their quality of life, according to the organization's website. XYZ's mission and vision were developed to support women, many of whom are African American women who have suffered from fibroid diagnoses, pain, and symptoms (CEO, personal communication, October 1, 2020). Managing these women's concerns with care and providing adequate interventions may change negative health outcomes and contribute to XYZ having a consistent and long-term African American

clientele while supporting the organization's mission and vision (K. Y.-H. Liao et al., 2020). Equipped with relevant knowledge and the opportunity to confront health care providers with their own biases and misbeliefs toward African American women also may help the organization to establish coaching and training opportunities.

Any organization's understanding of its priorities and business strategy will determine its levels of success and performance (Ockers, 2016). Presented in Section 2 is a brief review of literature related to the practice problem and methods used. Section 2 includes information about XYZ's leadership, governance, and societal responsibilities; its ethical and legal commitments; and its responsibility to remain knowledgeable of clients' economic, sociocultural, psychological, and other health factors. Strategic development and strategy implementation are discussed further to discuss XYZ's short- and long-term goals. Also included in Section 2 is an examination of client information, client engagement, and relationships to understand client satisfaction and ways the organization has established relationships.

Supporting Literature

I used multiple databases to located current peer-reviewed journal articles for this study. To locate scholarly data published within the last 5 years, I used the Thoreau search engine when possible. Search terms included the following: *African American health care*, *interventions for African American women*, *psychological concerns of African American women*, *coaching African American women*, *strategic planning*, *African American women with fibroids*, *client management*, and *African American health care disparities*. Considering the practice problem, the most relevant literature for this

study dealt with the psychological concerns and needs of African American women in the health care system and client care management. ProQuest, EBSCO, and PsycARTICLES were the most useful databases when searching for relevant literature.

The topic of African American women's concerns about fibroid symptoms and diagnoses has not been researched thoroughly. Although multiple studies have been conducted, few studies have been published within the last 5 years. Baird et al. (2020) reported that fibroids continue to affect African American women at a greater rate than women from other ethnicities. African American women are affected by fibroids disproportionately when compared to their White counterparts and are more likely to experience infertility (Fuldeore et al., 2017) and be diagnosed with fibroids earlier (Baird et al., 2020). On average, African American women are at risk of experiencing fibroids 10 years earlier than other women and are 1.45 times more likely than White women to experience infertility (Fuldeore et al., 2017). The precise impact of fibroids on African American women's fertility and reproductive functioning remains unknown, yet so many are diagnosed at a childbearing age.

Research on the SBW schema, Superwoman schema, Sisterella complex, and Sojourner Truth syndrome has suggested that African American women are known for their strength and ability to tolerate the intolerable, and for being the caregivers of their families and sickly kin (K. Y.-H. Liao et al., 2020). As slaves in the United States, African American women were known to bear strong children who sustained free labor, and later during the civil rights era, African American women were described as hyperfertile (Okolo, 2018). Over the decades, these qualities of African American women

became less valued, and the idea of hyperfertility became a negative attributed of African American women and their ability to reproduce (Okolo, 2018).

While acknowledging the history of African American women's fertility, it is important to understand why they experience fibroids and infertility more often than White women do. Understanding how health care providers respond to Black women who experience fibroids is equally important in perceiving Black women's quality of life. I sought to examine the prevalence of fibroids in African American women and how XYZ managed and supported this population.

The results of this study may give XYZ new data on economic stress, social stigma, and psychological distress associated with fibroid diagnoses and symptoms among African American women. Having this knowledge may help XYZ to consider other ways to assist marginalized women and provide appropriate coaching sessions and beneficial online products. XYZ's success is important because it will provide African American women with fibroid diagnoses and symptoms with ongoing support to increase their overall quality of life.

According to K. Y.-H. Liao et al. (2020), depression, loneliness, and anxiety among African American women can be caused by low self-compassion and a lack of coping mechanisms. Interventions should focus on reducing maladaptive perfectionism and increasing self-compassion. There has been limited recent research on these negative psychological effects of African American women, but the literature has identified contributors such as discrimination, biases, coping independently, coping internal struggles (K. Y.-H. Liao et al., 2020).

Understanding the psychological effects, personal experiences, and health care concerns of African American women was the first step in Organization XYZ establishing a system to best manage and prioritize African American women's fibroid concerns. Addressing prejudice, bias, and stereotypes that have contributed to minority health disparities throughout the strategic planning process differentiated XYZ from its competitors. This knowledge helped XYZ to provide women with the tools, ideas, and strategies necessary to accomplish their desired lifestyle changes and goals.

Sources of Evidence

I conducted several semistructured interviews with the CEO for this qualitative case study. The CEO is a global speaker and wellness scientist who independently established Organization XYZ. As a collegiate educator for health care, communications, and wellness for approximately 10 years, the CEO has established programs that include strategies for women to advance professionally and live well. Other sources of evidence relevant to the practice problem were the National Institutes of Health's health statistics and disease registries, the National Medical Association's website, and XYZ's website. Together, the collection of sources and evidence gave me deeper insight into African American women's wellness, health care experiences, and psychological concerns.

Senior Leadership

XYZ's vision was established by the CEO, who also is the behavioral health leader (BHL) of the organization. According to the organization's website, the CEO has had a professional career dedicated to enhancing the quality of the lives of marginalized women. The CEO is the sole member of the organization and the only individual to

access and gather personal client information. Organization XYZ demonstrates its ethical

and legal commitment by accessing and gathering client information in confidence and

by sharing client information only under special circumstances with consultants and

contractors when given verbal or written consent by clients. The CEO can identify ways

to improve safety measures while balancing the increase of demands. The organization's

vision was established by the CEO and entails a personal proclaimed life purpose. Martin

et al. (2014) found that organizations' visions provide meaning and orientation for

leaders and their team members; however, leaders must monitor team members' energy

levels closely. As XYZ's sole stockholder, the CEO ensures that care is being taken to

uphold the organization's vision and mission through self-awareness.

      Communication with consultants and contractors is part of daily operations that

provide organizational support. Consultants and contractors are reached by protected

email, telephone, or video calls to discuss schedules, events, client information, and

possible conflicts of interest (CEO, personal communication, October 1, 2020). Clients

are reached using similar methods, and most prefer to engage by email because of the

level of privacy and their work and personal schedules. The CEO keeps an open line of

communication and encourages all clients, contractors, and consultants to use their

preferred methods of communication during business hours and emails at other times.

There also is an emergency voicemail available for afterhour concerns and requests. To

develop therapeutic relationships, it was crucial for the BHL to understand and practice

various methods of communication (Reddy & Gupta, 2020). XYZ remains focused on

quarterly and annual objectives to adhere to the organization's mission and vision, and to

eliminate difficulty in addressing issues relevant to the vulnerable populations the

organization serves.

Governance and Societal Responsibilities

Organization XYZ's founder and CEO is an African American woman who has

used and continues to use her education, professional training, and personal experiences

to establish rapport with marginalized women. The CEO is invested in helping women to

attain a high quality of life, and the CEO's professional and personal goals are tied to the

organization's success. The CEO supports social change by addressing the concerns of

marginalized women and providing tools for them to enhance their overall wellness. The

organization provides opportunities for women to share their experiences of health care

discrimination and prejudice to begin to understand a history of poor health. Studying the

ways that the CEO managed African American women's fibroid concerns and symptoms

was important in allowing XYZ to incorporate aspects of coaching that could target the

anxiety, depression, and loneliness among this population. According to K. Y.-H. Liao et

al. (2020), interventions for African American women should increase self-compassion,

focus on decreasing maladaptive perfectionism, and use collective coping.

As a life coach, the CEO has a responsibility to remain knowledgeable of

economic, sociocultural, psychological, and other health factors that may jeopardize or

delay effective communication with clients (Reddy & Gupta, 2020). Bora et al. (2010)

defined coaching "as a holistic orientation to working with people, to find balance,

enjoyment and meaning in their lives as well as improving performance, skills and

effectiveness" (p. 459). Coaching supports people seeking mental health recovery and

includes self-management and self-care support (Bora et al., 2010). Coaching in some fields has been found beneficial in maximizing the potential of individuals, and unlike counseling, the emphasis is on roles, goals, and optimization of success. Based on the ethnicity of the CEO, there may be beliefs related to the SBW schema that may negatively affect the organization's impact. As XYZ's CEO and sole coach, there is a responsibility to address one's own biases, confront stereotypes of all women, provide quality care, and reduce harm. Coaching is intended to be a long-term investment that involves establishment of a supportive relationship with the provider and a high level of self-awareness.

The CEO ensures that XYZ's ethical behavior is maintained in all interactions. Client information remains private and confidential; however, the CEO has a responsibility as a mandated reporter, and all clients are informed of provider requirements for attending coaching sessions and adequate participation before establishing services. There also is confusion between psychotherapy and coaching, so ethically, XYZ must make a conscious effort to reduce client harm because coaching is largely unregulated (McLeod & Thomas, 2010). The CEO receives ongoing professional training to incorporate empathy, acceptance, encouragement, and diversity to continue to strengthen the organization's services and support clients, the community, and positive social change.

Strategy Development

The CEO conducts an annual analysis of the organization's strengths, weaknesses, opportunities, and threats (SWOT; CEO, personal communication, October 1, 2020).

Iannucci and Hutchinson (2020) suggested that conducting a SWOT analysis gives organizational CEOs the opportunity to review the needs of the stakeholders, evaluate outcomes achieved, reconsider financial costs, and establish new or update current services and products. The SWOT analysis is important to fulfill the visions, missions, and objectives of organizations and identify priorities (Iannucci & Hutchinson 2020). A SWOT analysis gave the CEO of XYZ the chance to identify a pattern among African American women regarding their fibroid concerns and care and implement new interventions and programs. The SWOT analysis provides organizations with insight into relevant trends needed for strategic decision making (Iannucci & Hutchinson, 2020).

Personal communication from the CEO (July 14, 2020) provided information about strategic development. The SWOT analysis is completed independently by the CEO and uses recommendations and advice solicited from stakeholders. After conferences, coaching sessions, and wellness retreats, all attendees and clients are asked to provide recommendations, suggestions, and ideas of what they would like to see next from the organization via an online survey. According to the CEO (personal communication, July 14, 2020) after working with consultants and contractors, she solicits feedback about speaking arrangements and interactions when applicable. The CEO then considers the feedback from stakeholders to develop plans that incorporate the shared ideas and suggestions.

XYZ's objectives are to reach marginalized women consistently, keep long-term clients, and have desired outcomes accomplished (CEO, personal communication, July 24, 2020). However, the timeline for new or updated services is based on the CEO's

schedule and availability, and how necessary they are for the community. The CEO refers

clients to consultants and contractors when she is unable to accommodate a particular

need or when a client experiences a crisis that requires the assistance of a mental health

professional (CEO, personal communication, July 24, 2020). Although multiple

organizations offer similar services for women, XYZ thrives because of its ability to

establish long-lasting rapport with clients and maintain its mission and vision throughout

the process (CEO, personal communication, July 24, 2020).

Strategy Implementation

XYZ's short and long-term action goals are closely related to the CEO's

availability and information on strategy implementation was provided by the CEO. As

indicated on the website, the organization is fully virtual at this time. The short-term

action goal was to establish a profound social media presence that would facilitate the

sharing of video content easily and regularly. A long-term action goal was to use the

presence on social media to develop easy access to the organization and its services and

become another avenue for the organization to connect with current clients, women, and

potential new clients.

Social media networks such as Facebook and Instagram that offer business

accounts provide detailed information about content viewers, shares, and likes (Al Aufa

et al., 2020). Content reviews allow CEOs of organizations to gauge engagement, how

often content is being accessed, and the population being reached (Al Aufa et al., 2020).

Social media data allow CEOs to track performance projections and identify client

interests, according to Al Aufa et al. (2020). Another long-term action plan of XYZ was

to establish a team devoted to outreach, strategic planning, and the building of XYZ's presence in the community. An increase in the number of clients and revenue using social media platforms will likely be the key indicator to begin establishing an outreach team.

The CEO dedicates specific days of the week to action plans and checklists. According to the CEO (personal communication, October 1, 2020), she dedicates one day of the week to scheduling events, recording podcasts, and managing social media. Another day of the week is dedicated solely to social media content and outreach. Time management is the key component in ensuring the success of action plans for XYZ. Key performance indicators align strategic objectives with the organization's daily activities (Parmenter, 2015). The key performance indicators used to track the success of action plans are the number of speaking engagements booked per year, revenue from hosting events, revenue from speaking engagements, and the number of women enrolled in the organization's programs (CEO, personal communication, October 1, 2020).

Circumstances requiring a shift in plans or rapid execution of new plans are the responsibility of the CEO, and when approached with the requirement to shift plans, the organization focuses on the needs of the main audience, accessibility of services and products, and maintenance of the organization's value, according to the CEO. Because of the COVID-19 pandemic, XYZ quickly moved all coaching and speaking engagements to virtual platforms and managed an abundance of new client concerns surrounding the current health care crisis (CEO, personal communication, October 1, 2020). Organizations must have the patience and time to implement strategies, especially when facing a global crisis or dealing with uncertain times (Pereira et al., 2019). Therefore, all

events and engagements are prioritized based on the needs of the community and the availability of the CEO.

Client Information

The CEO interacts with, observes, and listens to clients at speaking engagements and conferences, as well as virtually. The CEO often is invited to speak at and participate in conferences around the United States, with audiences ranging from 10 to hundreds of attendees (personal communication, July 14, 2020). Attending face-to-face speaking engagements and conferences gives the CEO the opportunity to interact directly with attendees and current clients to answer questions and gain a more in-depth understanding of their needs and concerns. Organization XYZ also depends heavily on virtual connections to obtain actionable information.

The CEO also uses social media platforms such as Facebook and Instagram to connect with clients by posting information and videos with tailored content. Social media content is monitored for the number of post likes, new page visits, and how often and which posts are shared. Social media users typically engage passively and seldom post likes or comments (Alhayan et al., 2018). Posts require the use of language designed to align with the target audience and consistently ask viewers to share experiences and/or opinions. The CEO monitors social media content and engagement, and she responds quickly to inquiries and comments to enhance and encourage client engagement. Alhayan et al. (2018) asserted that researchers know that an integral part of public health is social media, and that engagement facilitates effective communication and health promotion efforts.

Client satisfaction and dissatisfaction also are monitored closely by the CEO. Video conferences allow the BHL to complete client check-ins and pay special attention to clients' verbal and physical cues. Weekly check-ins give clients the opportunity to discuss their progress, share unexpected stressful situations that may affect outcomes, and express their satisfaction or dissatisfaction with services.

Client Engagement and Relationships

Programs and services are determined by Organization XYZ's CEO, and community and individual needs are considered during the program planning phase. Coaching services incorporate strategies to reduce stress, eliminate burnout, and balance home and work demands. XYZ has a website that has functioned for the last 10 years. The website holds details about the qualifications and additional information specific to the CEO, services and programs, price list, and a resource library. The resource library on the website provides links to articles written by the CEO or those acknowledging her professional accomplishments and recorded speaking engagements. Current and potential clients are encouraged to follow XYZ's social media network pages on Facebook, Instagram, and LinkedIn to seek information and obtain daily wellness tips and tools. All of the social media pages are linked to the website directly and are easily accessible.

Organization XYZ has thrived for more than a decade because of its commitment to its clients and the community. The CEO is focused on building relationships by using exceptional and effective communication, treating every client as an individual, and exceeding expectations. Being committed to the well-being of clients and understanding that all clients are unique in how they deal with personal illness, relationship breakdowns,

grief, and ailing parents assists in building relationships (Duncan, 2020). Proper provider

disclosure assists with gaining client rapport and building long-lasting relationships with

clients and ensuring the expertise of the leader. The CEO takes clients' complaints

seriously and addresses them immediately. Weekly check-ins are helpful in dealing with

service concerns and tracking program progress. According to the CEO, XYZ makes all

efforts to resolve complaints and dissatisfaction reports, but if these efforts are not

satisfactory, refunds for coaching services are given.

Analytical Strategy

Role of the Researcher

According to Clark and Veale (2018), qualitative researchers play a participatory

role by being the main data collection and analysis instrument. My role in the analysis of

Organization XYZ was that of doctoral scholar-consultant, so it was important to use the

literature to understand the practice problem (Clark & Veale, 2018). As an outsider to the

organization, it was my responsibility to maintain objectivity while conducting the

interviews. I received approval from Walden University's Institutional Review Board

(IRB #06-24-20-0642473) to conduct the study. IRB approval was necessary before I

could conduct any part of the study. I collected and analyzed data from XYZ's CEO,

related research literature, the other interviewees, and XYZ's internal documentation.

I interviewed the CEO and three physicians. I obtained their informed consent to

join the study through email correspondences. I informed the CEO and the other

interviewees that all information collected for the study would remain private and that

their identities would remain anonymous. The name of the organization also was not

made public. Doctoral scholar-consultants have a duty to conduct ethical qualitative studies: I was responsible for manually coding all of the interview transcriptions and reviewing the research literature as well as additional data collected during the study. All interviews were completed by April 2021, and no other interviews were completed after that date.

Participants

This exploration of African American women's fibroid diagnoses, symptom, and prevalence, and how XYZ best managed the women's concerns were the focus of this study. The best sources of information were the semistructured interviews with the CEO and three health care providers. The participants were selected based on their roles in XYZ and their association with the CEO. The participants were health care providers with experience and training related to the treatment of African American women.

Procedures

I introduced myself to the participants by email to discuss the study and obtain their informed consent to join the study. The introduction allowed the participants to learn about the study and ask questions to clarify their understanding of the study and my role as the scholar-consultant. Once I received their informed consent, I scheduled the interviews with the CEO were scheduled through the CEO's online scheduling system. The other interviews were scheduled by email to be held typically after their work hours or at times that were convenient to them. Ten interview questions were composed to obtain information relevant to the practice problem and to answer the research question: In what ways was Organization XYZ managing the fibroid concerns and symptoms of

African American women, and how could the organization best support this population? All participants were asked to ensure that they could be interviewed in quiet places that were away from distractions and other individuals to ensure confidentiality. Participants were aware that no identifying information would be mentioned in the study. I stored all electronic data in a password-protected computer in a hidden file using a nonrelated filename.

Ten questions guided the interviews:

1. How have African American women described their wellness, fibroid treatment, and fibroid symptoms?

2. What impacts African American women the most when seeking health care or treatment for fibroids?

3. From your experience, what are the general attitudes and beliefs of African American women surrounding fibroid diagnoses and symptoms?

4. What stereotypes of African American women have you heard or discussed with colleagues?

5. How have stereotypes of African American women affected your responses (either positive or negative) to African American women experiencing fibroid symptoms and pain?

6. From your experience, have you had to change or adjust interventions to accommodate the beliefs and feelings of African American women?

7. What difficulties have you found while providing services to African American women with fibroid diagnoses and/or fibroid symptoms?

8. What continued education courses or trainings have you attended that focused on the care and treatment of African American women?

9. In what ways have you noticed that African American women minimize their fibroid diagnosis, symptoms, or other internal struggles?

10. What particular strategies or tools do you provide African American women with fibroids to assist them with positive lifestyle changes?

Data Collection

I conducted semistructured interviews with the CEO and the three participants over the telephone using the Apple screen recording application for recording purposes. All interviews lasted approximately 30 minutes each and were later transcribed using the OTTER application. Then I manually coded the interview transcriptions using inductive and deductive coding and using a coding chart. Codes were reviewed several times to generate themes.

I collected data from other sources for use in this qualitative study: XYZ website; XYZ client survey template; current and past SWOT analyses; social media content, including YouTube videos; client and CEO email interaction notes; and XYZ quarterly revenue reports. As already mentioned, the CEO established XYZ in 2010. I requested information from the CEO covering the past 3 years. XYZ client surveys are collected and read by the CEO, and I gathered information about client surveys from through personal communication with the CEO. Information was compiled and analyzed for this study.

I also reviewed the website and social media networks to identify programs and services provided and understand what populations were targeted through the information presented. Personal communication notes with the CEO were reviewed to gather information about client email interactions to understand what client concerns are mentioned and what needs are mentioned and met by the organization's services and CEO. I reviewed personal communication notes to understand the method that the CEO used to address any client dissatisfaction and the level of disclosure and personability recognized. Quarterly revenue reports were used to identify the organization's financial status and provide additional information about programs and products that were purchased by clients. All data were analyzed and reviewed for relevance to the practice problem and to understand how XYZ managed African American women with fibroid or infertility concerns.

Summary and Transition

Participant interviews and the collection of other data were vital to understand the practice problem. Understanding the prevalence of fibroids and the ways that XYZ managed the fibroid concerns and symptoms of African American women was gained through the data collection process. Section 3 presents details about XYZ's workforce, engagement, operations, measurement, analysis, and knowledge management components. Also included in Section 3 is information about the ways that XYZ engages contractors and consultants to achieve a high-performance work environment and how the organization designs and manages its key services.

Section 3: Workforce, Operations, Measurement, Analysis, and Knowledge Management

Components of the Organization

Introduction

To further explore the ways that XYZ managed the fibroid concerns and

symptoms of African American women, details about the organization's workforce and

operations are provided in this section. XYZ does not have employees other than the

CEO; instead, the services of consultants and contractors are used when necessary. The

CEO hosts speaking engagements and consults with health care providers, mental health

professionals, and other wellness professionals in the community to participate as guest

speakers. The organization also hires mental health clinicians for client crisis and

emergency situations. The Baldrige excellence framework was the standard used to

evaluate the organization's website, client surveys, SWOT analysis, social media content,

quarterly revenue reports, and emails. The Baldrige framework criteria are the national

standard for establishing successful performance management systems (NIST, 2017).

Analysis of the Organization

Workforce Environment and Engagement

According to organizational documentation, XYZ continues to build a supportive

and engaged workforce through establishing relationships, supporting open

communication, sharing opportunities, hiring responsibly, and providing ongoing

learning opportunities as well as professional support. The key to building an engaged

workforce lies in understanding how high-performance work environments affect

organizational success (NIST, 2017). Engaged workers are enthusiastic about being

successful in their jobs, are absorbed in their work, and are prepared to put in extra effort when required (McCormick, 2015). XYZ has established and maintained supportive relationships with health care and wellness providers in the community.

The article "Building an Engaged Senior Living Workforce Leads to Significant Cost Savings" (2018) suggests that there is a strong correlation between positive business outcomes and organizational engagement. The CEO of XYZ stated that she collaborates with health care organizations and providers (e.g., private medical clinics, independent licensed physicians, independent licensed mental health clinicians, and life coaches) to offer speaking engagements and conferences that educate audiences on wellness strategies and health knowledge. The number of consultants hired as part of the services offered is based on the final number of attendees and the variety of topics discussed. XYZ has been able to establish long-term professional relationships by consulting with organizations and providers. In return, XYZ has been asked to collaborate later with these organizations when they offer wellness retreat opportunities, speaking engagements, and conferences (CEO, personal communication, October 18, 2020).

In addition, the organization hires independent mental health professionals on temporary work contracts. XYZ offers lifestyle coaching and consults with independent mental health clinicians because life coaching is not regulated and requires no license or supervision for coaches or legal protections for clients (Aboujaoude, 2020). Mental health clinicians receive preparation and education, and they undergo practice parameters defined by licensing boards that offer protection to clients (Aboujaoude, 2020). These professionals are hired as contractors to work with clients recognized by the CEO as

being in need of mental health treatment in conjunction with coaching or separately

(personal communication, October 28, 2020). The CEO is responsive to XYZ's clients'

needs and addresses all mental health needs in a timely manner, according to her

interview responses. While reviewing the organization's internal notes, it became clear

that mental health clinicians have been useful when promoting wellness for many African

American clients and have provided helpful interventions for XYZ's clients. According

to the CEO, mental health clinicians have been motivated by XYZ's clients to improve

their skill sets to address wellness and fertility concerns, adding their experience to their

résumés and lists of expertise (personal communication, October 1, 2020).

      The CEO recruits mental health contractors online through Indeed.com. The CEO

also searches public résumés for experienced professionals when their services are

required by XYZ. The CEO's colleagues are solicited to recommend contractual

clinicians when the organization inquires. The hiring and selection processes entail the

BHL holding video conference interviews to ask potential contractors about their

professional work experience, customer service skills, and desire for social change. XYZ

holds consultants and contractors to the same standards as the CEO. Contractors and

consultants are paid based on the type of service provided, the number of hours required,

and their number of years of professional experience. All payments are typically

negotiable but are based on the health care field's state average. XYZ has a standard

contract for consultant and contractual work that is sent by email using DocuSign. The

contract indicates the period of the service, an estimate of the number of hours required,

the type of service, and the agreed-upon remuneration.

Organization XYZ prioritizes establishing relationships in the community and with other providers. Encounters with all contractors and consultants are professional, and terms are explained and agreed upon before any services are provided. The CEO explained in her interview responses that XYZ values relationships and understands the importance of effective communication. XYZ maintains consistent communication with all current and past consultants and contractors when possible to keep the organization sought after for future wellness opportunities. Life coaching, a service that XYZ provides, is expanding because of the stigma attached to people seeking mental health care. Because there is little separation between psychotherapy and coaching, XYZ finds it essential to maintain relationships with mental health providers (Aboujaoude, 2020).

Ongoing communication with consultants and contractors fosters relationships to share trainings, community events, community emergencies, and other professional opportunities, all of which ensure a high-performance work environment. This type of work environment is achieved by XYZ's use of consistent and effective communication with consultants and contractors. In addition, because the organization has no permanent employees other than the CEO, a high-performance work environment is achieved through successful hiring and selection processes. The hiring process entails in-depth interviews with prospective contractors and verification from three professional references and state licensures that the contractors are in good standing. XYZ's CEO also contributes to a high-performance work environment by offering support to contractors and consultants by accepting speaking engagements or providing professional recommendation letters. XYZ keeps open communication and sends regular emails

notifying mental health clinicians of relevant professional advancement opportunities that continue to contribute to a high-performance work environment. According to Beidas et al. (2016), because of the increased number of insured Americans, mental health providers are under pressure to provide high-quality care, even though their attitudes may be affected by the organizational climate and culture.

Organizational Operations

The Baldrige excellence framework states that organizational operations are essential for delivering valuable services to clients, providing innovative health care services, and achieving sustainable organizational success (NIST, 2017). Key work processes include treatment and service design delivery, according to the Baldrige excellence framework (NIST, 2017). The CEO determines key programs, services, and work process requirements by focusing on clients' lifestyles, client goals, and the needs of the community.

Providing innovative health care services comes from the CEO's openness toward new ideas and small improvements made on a regular basis to reach clients' desired goals (McCormick, 2015). To develop its services related to the wellness of women, XYZ solicits information about the community from physicians, research doctors, and wellness professionals. Service and treatment development also includes reviewing survey responses received after client engagements. These surveys create opportunities for women to identify and share their most important health care challenges and concerns after attending conferences and wellness retreats. According to the CEO, social media content is important to the creation of services and programs because it provides insight

into what is important or currently relevant in the lives of women. The CEO monitors

social media content to analyze which content gains the most engagement, as evident by

the number of likes, shares, and views. The content shared on social media platforms

includes clips of the CEO's past speaking engagements; tips on stress, fertility, and

wellness; and podcast topics and videos. The organization provides women with wellness

strategies and tools, and prioritizes incorporating all new ideas and recognized needs into

strategic planning.

NIH (2017) statistics and client survey responses have identified women's

concerns, including those related to fibroids, infertility, and discrimination, so XYZ has

established programs to address those concerns. Identifying research and NIH statistics

relevant to women's wellness continues to provide XYZ with data to address the needs of

women nationwide. XYZ offers individual and group coaching, and all coaching services

are established with the target audience in mind to address current concerns and provide

useful strategies to reduce stress and burnout. Independent and group coaching sessions

are led by the CEO, and coaching requires the engagement of all participants to gain an

understanding of their current needs, wants, and lifestyle goals. In an interview, the BHL

indicated that in group coaching, a conscious effort is made to include and value all

clients' concerns and provide a plethora of strategies and tools for clients to use in

challenging personal and professional settings. However, in a group setting, there is a

possibility that many different concerns may arise, so the main goal is to create beneficial

content and services for the group. Clients are encouraged to discuss the usefulness of

strategies in group sessions and privately to the CEO. Clients dissatisfied with group

coaching sessions are encouraged to receive individual coaching to target their specific goals.

Services and programs are established by XYZ to help women to cope with everyday concerns while paving the way to accomplish goals and create a work-home balance. The organization integrates life-coaching modalities and coaching philosophy when creating coaching agendas and services. The Baldrige excellence framework indicates that work processes produce value for clients and stakeholders, so the framework was used to identify XYZ's work processes (NIST, 2017).

Life-coaching modalities include performance coaching and developmental coaching techniques. Performance coaching focuses on setting and meeting goals, and tracking progress using a performance review; developmental coaching focuses on professional development and personal competency (Aboujaoude, 2020). A coaching philosophy is the basis for all coaching services and is focused on delivering services with compassion. However, XYZ uses a holistic approach to enhance clients' well-being and their work-home balance (McLeod & Thomas, 2010) while incorporating performance and developmental coaching techniques. The coaching philosophy is used to create client-centered services and programs, ensuring that before services are created the coach understands clients' needs by using active listening skills to challenge and question perceptions, establish rapport for effective delivery, provide choices for sustainable success, and offer a variety of interventions that may include psychotherapy if deemed necessary (McLeod & Thomas, 2010). After initial interactions, individual coaching, and

group coaching sessions, the CEO dedicates time to analyze notes and brainstorm appropriate interventions for specific client populations.

All services are created and designed using a dedicated time set aside by the CEO weekly to examine evidence-based research, statistics, survey responses, and coaching facilitator notes. XYZ uses the Calendly system to schedule all appointments and individual and group coaching sessions. Calendly is an online appointment scheduling software that displays CEO's availability preferences and provides a shared link via email and on the website for no-hassle scheduling. Clients and providers use the scheduling system to pick times and events that are then added to the organization's calendar. The CEO blocks off times on the calendar to manage daily organizational operations crucial to ensuring that key process requirements are met.

Patient Expectations and Preferences

XYZ accepts new clients after initial meet-and-greet meetings. This process allows the organization to understand the preferences and expectations of clients before services begin. The organization encourages email and telephone communication to ensure that clients can express their satisfaction and further review or expand on expectations and preferences. A vital component of health care is listening to clients' worldviews, experiences, preferences, and expectations (Weiste et al., 2020). Ongoing and consistent communication encourages client involvement because clients generally want to be understood and heard. Expectations influence client services, and client involvement should be promoted to influence the development of services (Weiste et al., 2020). XYZ encourages clients to set expectations and preferences during all phases of

programs, and according to Weiste et al. (2020), clients feel empowered to take responsibility for their situations and enhance their coping methods when expectations are discussed with professionals.

Operational Effectiveness and Knowledge Management

Primary activities and supporting activities contribute to organizational costs and affect revenue. It is important for organizations to examine their methods and tools that are indicators of performance and cost factors that may optimize cost outcomes (Koromsylova & Steinlicht, 2014). The CEO stated during in her interview responses that operations account for 20% of XYZ's expenses. The main financial goal of the organization is to spend less than it makes. The leader has 20 years of experience working with Microsoft Excel, so she uses the software to calculate all revenue and the annual sales tax, thus reducing the cost of purchasing QuickBooks or hiring an accountant to file taxes. The CEO also works from her home office, so she can deduct that cost of having a separate office space. The organization's other expenses go toward hiring social media consultants to improve engagement to drive sales up.

XYZ offers holistic products such as herbal teas and dietary vitamins, and all products are sold through third-party vendors. Links to the vendors' websites are on XYZ's website. The CEO explained that XYZ receives a percentage of all sales completed through the provided links. The management of third-party vendors in health care is an increasing and significant problem, and the difficulty in managing third-party vendors is found in the high volume of vendors and lack of resources to manage them successfully ("New Approaches to Managing Third-Party Vendors," 2018). The Baldrige

excellence framework states that the management of information systems and cybersecurity are key components of operational effectiveness (NIST, 2017). Third-party vendors also include internet connections, and XYZ uses only secure connectivity protected with a password to reduce the probability of security vulnerabilities once there are network connections. The CEO manages and monitors third-party vendors by limiting the use of third-party vendors and the number of vendors used by the organization at the same time.

Operational effectiveness includes ways that the organization ensures continuity during emergencies and disasters. XYZ offers online content and coaching, but all content and client contact information also is kept on a password-protected flash drive for easy access in case of emergency. Maintaining connectivity during disruptions can be difficult in ensuring organizational performance (Fitzhugh & Butts, 2021). However, Fitzhugh and Butts (2021) reported that identifying processes and structures prepares organizations to respond successfully during times of disruption. XYZ keeps handy printed advertisements and content available that can be mailed to clients in the event of unforeseen disasters or national emergencies. Most of the services provided by XYZ are offered through a hassle-free digital approach to wellness during national crisis.

Knowledge management is essential to improve organizational performance and competitiveness (NIST, 2017). Access to reliable, accurate, and valid data is important to organizational success. XYZ uses Excel spreadsheets to organize data and complete revenue reports. The CEO ensures sufficient standards for all third-party vendors and licensure for mental health contractors and enters all organizational data into Excel

spreadsheets. XYZ's Excel spreadsheets shared with SharePoint are accessible by contractors and consultants. SharePoint documents are protected with password accessibility and do not contain any personal client information. According to XYZ's documentation, spreadsheets are labeled by year and topic. For example, there are spreadsheets for client contact sheets, revenue reports, and client survey responses. The CEO does not outsource any data management. She manages the organization's security firewalls, data server, and all technical equipment and support. XYZ's CEO ensures the functionality of the organization's website, social media content, and YouTube videos by accessing each platform daily.

Summary and Transition

Presented in Section 3 were details about XYZ's workforce environment, engagement, key services, and knowledge management. I ways that the organization accomplishes its work, hires consultants and other professionals for contract work, and prioritizes establishing and maintaining community relationships and partnerships. The CEO designs and develops services and treatment based on client survey responses, stakeholder feedback, evidence-based research, and NIH statistics. Key services are managed by using updated coaching philosophies and integrating several life-coaching modalities. XYZ improves its services by making appropriate adjustments to treatments and interventions, and consistently requesting feedback from clients and other mental health care professionals. These components gave me insight into the practice problem by detailing the level of client involvement in developing treatment protocols and how XYZ

views the importance of providing a variety of services offered by using contractors and consultants.

Lastly, I examined knowledge management and operation effectiveness. XYZ controls overall costs by using the CEO's expertise to use Microsoft Excel to track revenue, clients, and sales tax. Third-party vendors are managed through binding legal agreements and regular monitoring. Innovation in content delivery has been essential in ensuring disaster and emergency preparedness. Understanding the operational effectiveness provided insight into the ways that XYZ manages, improves, innovates, and designs organizational services, and how services are deemed valuable and delivered to clients (NIST, 2017).

Included in Section 4 are details relevant to the results, analysis, and preparation of the findings of this qualitative case study. The collection and analysis of the data are described, and the evaluation of client programs, services, and new initiatives is discussed further. Client-focused and workforce-focused results are presented, and leadership and governance results are analyzed. Organizational and system implications from the findings, along with the study's potential for social change, are provided.

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

Introduction

The purpose of this qualitative study was to understand the ways that Organization XYZ managed the fibroid symptoms and concerns of African American women. XYZ's vision is to help women maintain an intentional, focused, and healthy approach to wellness while building legacy. African American women are disproportionately affected by fibroids, a health issue that has directly led to a history of significant health disparities (D. Liao et al., 2020). According to D. Liao et al. (2020), African American women have experienced discrimination and differential care from health care providers. XYZ has reached hundreds of marginalized women through its services; this number has included a large percentage of African American women who may or may not have had a history of fibroids. XYZ's successful management of African American women's wellness may increase future clientele and positive client experiences. XYZ has recognized the importance of analyzing its management of African American clients and the relevance of maintaining alignment with its vison and mission.

Conducting this research required a review of relevant literature that provided information on African American women's economic stress, social stigmas, and psychological distress influencing health care services and treatments. The relevant literature identified the significant health disparities among African American women and their experiences of unconscious biases, discrimination, and differential care (D. Liao et al., 2020). Also identified in the literature review was the relationship between health care provider selection and client satisfaction. I analyzed the client satisfaction survey

template; the organization's website; and other internal documentation, including the

SWOT analysis, revenue reports, and client interaction emails. I conducted

semistructured interviews with the key leader (i.e., the CEO) of XYZ and three health

care provider consultants. In Section 4, I provide an overview of the findings,

organizational implications, and potential positive social change.

Ten questions guided the interviews:

1. How have African American women described their wellness, fibroid

   treatment, and fibroid symptoms?

2. What impacts African American women the most when seeking health care or

   treatment for fibroids?

3. From your experience, what are the general attitudes and beliefs of African

   American women surrounding fibroid diagnoses and symptoms?

4. What stereotypes of African American women have you heard or discussed

   with colleagues?

5. How have stereotypes of African American women affected your responses

   (either positive or negative) to African American women experiencing fibroid

   symptoms and pain?

6. From your experience, have you had to change or adjust interventions to

   accommodate the beliefs and feelings of African American women?

7. What difficulties have you found while providing services to African

   American women with fibroid diagnoses and/or fibroid symptoms?

8. What continued education courses or trainings have you attended that focused on the care and treatment of African American women?

9. In what ways have you noticed that African American women minimize their fibroid diagnosis, symptoms, or other internal struggles?

10. What particular strategies or tools do you provide African American women with fibroids to assist them with positive lifestyle changes?

<div align="center">**Analysis, Results, and Implications**</div>

Health Care and Process Results

Organization XYZ provides services to empower women in their professional careers and personal lives. An interview with the organization's CEO showed that its services have helped hundreds of women to balance work and family life, decrease burnout resulting from lifestyle challenges, establish time management skills, and tackle everyday anxieties. Although online coaching is the organization's main wellness objective, clinical services that include mental health counseling as well as suicide and crisis interventions from licensed mental health professionals are offered when necessary. The organization reaches women through its website, social media platforms, wellness retreats, online coaching, webinars, conferences, and various speaking engagements. All services offered address women's career paths, lifestyles, challenges, and freedom to select the treatments that they want while in the comfort of their homes or offices.

XYZ also offers a list of wellness products for clients to help to reduce stress and increase relaxation, as well as expertise and support to related organizations, consultants, and contractors. To examine how the organization managed the fibroid concerns and

diagnoses of African American women, I completed a full review of its services and products (see Table 1). The various services offered by XYZ are meant to help women to confront such difficult topics as burnout, infertility, financial problems, and overall mental wellness. The CEO stated in an interview that the products have aided in the prevention, but not the treatment, of fibroids, infertility, and preparation of the woman's body to bear children.

Table 1

Services and Products Offered by Organization XYZ

Services to clients	Products	Services offered to organizations, contractors, & consultants
- Online coaching - Wellness retreats - Webinars - Wellness: 4-step system - Leadership & lifestyle online master class - Work-life restoration sessions - CEU-eligible professional development - Fertility master class 4-step fertility protocol - Contractual mental health services	- Natural maca root powder - Six-figure savings guide - Vitamins - Educational & lifestyle books - Household items - Fitness items	- Signature speaker - Leadership development - Leader in public health strategy & wellness - Community health research - Supported employment - Collaborative wellness retreats, conferences, speaking engagements - Client referrals - Recommendation letters

African American women are disproportionately affected by fibroids and are more likely than White women to experience infertility (Fuldeore et al., 2017). Baird et al. (2020) asserted that African American women are 1.45 times more likely than White women to suffer from infertility and are diagnosed 10 years earlier on average. Black women who experience fibroids at an early age have an increased disease burden and higher symptom severity (Marsh et al., 2018).

I examined the organization's website and services and found that XYZ offers sufficient services for marginalized women with fertility concerns. Courses such as the ones offered by XYZ have been effective in providing African American women with education on infertility, fibroids, and the importance of prevention and treatment. Gameiro et al. (2019) acknowledged ethnicity as contributing to negative health outcomes and health concerns related to reproductive health. Receiving education about reproduction concerns will provide women with a clearer understanding of their treatment and infertility experiences (Gameiro et al., 2019).

The fertility master class and four-step fertility protocol are focused on fertility difficulties, challenges, and ways to prepare the woman's body and mind for motherhood. Details about the fertility master class are available on the organization's website. The class addresses misbeliefs and stigmas surrounding fertility, acknowledgment of fibroid effects, holistic approaches, and contemporary medicine. Also found on the website is a four-step protocol that provides information specific to body literacy, including identification of the roots of irregular menstrual cycles, birth control effects, and overall fertility awareness. The fertility class and protocol provide African American clients with information about fibroids and infertility, and clients should have routine information and discussions with health care providers regarding fibroid symptoms and diagnoses (Marsh et al., 2018).

The SBW schema, Sojourner Truth syndrome, and Sisterella complex mentioned in the literature have led to African American women being known for their strength and ability to tolerate the intolerable and act as the main caregivers of their families (Abrams

et al., 2014). The SBW schema has contributed to Black women's self-silencing and holds cultural expectations of strength, toleration of the intolerable, and unending resilience that have led to the need to portray strength while simultaneously concealing their experiences of trauma (Abrams et al., 2019). The SBW schema has led to psychological and physiological hardships because of the cultural obligation of Black women to silence their pain (Abrams et al., 2019). The Sojourner Truth syndrome and the Sisterella complex are overlapping constructs that have led to African American women masking their trauma to meet a cultural obligation to sustain strength. These constructs continue to influence the experiences of African American women and their health disparities.

African American women have a history of depression, loneliness, and anxiety that has been the result of decreased self-compassion and lack of coping mechanisms (K. Y.-H. Liao et al., 2020). Women from underrepresented groups with fibroid diagnoses and symptoms experience significant distress that has led to a decrease in their quality of life (Marsh et al., 2018). The supporting literature has stated that fibroids cause significant distress and that African American women cope with stress independently because of their family role and history of being strong.

To address these stigmas and concerns of African American women, XYZ offers independent online coaching, a four-step wellness system, and contractual mental health services. According to the organization's website, the four-step wellness system is focused on balancing family and work, recharging, reversing burnout, destressing, and creating life enjoyment. Individual online coaching is offered to fit a client's independent

schedule: It is self-paced and directed toward the direct needs of the client. Mental health services target mental health challenges acknowledged by the client or recognized by the coach but are contractual only and are arranged with the permission of the client.

According to Hackshaw et al. (2016), life and wellness coaching is effective for individuals with chronic medical symptoms and conditions. Coaching that includes health education, skills building, self-determination, self-efficacy, and motivation building is the most effective approach to deal with mental health and medical concerns (Hackshaw et al., 2016). In addition, life and health coaching may significantly reduce issues such as depression, stress, anxiety, pain, and fatigue (Hackshaw et al., 2016).

As reported by the CEO, the wellness retreat is offered once or twice a year and provides clients with the opportunity to meet other individuals who are pursuing the same psychological, physical, and spiritual health goals. XYZ's wellness retreats offer women a chance to relax and unwind while gaining wellness education from health care professionals and having the opportunity to recharge and engage in exercises that reduce burnout. XYZ provides several sufficient health care services to address the induced stress of African American women experiencing fibroid symptoms and concerns.

Although XYZ offers various services to address fibroid symptoms, infertility, stress, burnout, and the overall wellness of women, there are no programs to address the discrimination and differential care that African American women may experience from health care providers. Women who are at risk are more likely to manage fibroid symptoms alone and are less likely to seek professional medical advice (Marsh et al., 2018). Communication surrounding health disparities because of race is likely to receive

resistance because some White people may feel threatened by evidence and talk of racial inequity (Burgess et al., 2019). Therefore, providing training and programs that encourage communication with health care providers or instill confidence to confront prejudices in health care would target the discrimination, biases, and differential care that African American women experience.

A program promoting effective communication could prepare women for future health care appointments and encourage clients to ask questions that clarify their thoughts and further explain their concerns as well as the reasons for such concerns (Christianson et al., 2012). According to Marsh et al. (2018), women from underrepresented groups are affected disproportionately by fibroid experiences, and initial discussions with health care practitioners are impactful in treatment outcomes. Services that target effective communication with health care providers may not only increase discussions about fibroid concerns and treatment but also decrease the independent coping mechanisms used by African American women.

Client Results

Customer service, which is valued at Organization XYZ, heavily affects client engagement, client satisfaction, and organizational revenue (CEO, personal communication, September 24, 2020). I analyzed the internal notes, revenue reports from 2018 to 2020, and the client survey template. Managing African American clients with fibroid concerns and diagnoses is important, so XYZ uses social media platforms such as Instagram, Facebook, LinkedIn, and YouTube to engage with clients and the community (CEO, personal communication, September 24, 2020). Social media platforms allow

people to create and maintain successful interpersonal relationships and share experiences with family and friends. Many people use social media platforms to gain social support, share opinions, and vent frustrations (Mishra & Maheswarappa, 2018).

According to the CEO, XYZ employed the services of a social media consultant to provide tips and strategies to engage the community, gain followers, and understand clients' impressions of the services and programs being offered. The CEO gained knowledge to track likes, followers, and shares, but as evident in the CEO's interview responses and the revenue reports from 2018 to 2020, current impressions and engagements have not been sufficient to increase revenue or clients' product purchases. Although XYZ hired a social media consultant in November 2018, revenue reports presented no changes or increases in revenue for 2019 or 2020. The management of social media impressions can provide adequate data into the ways that organizations motivate and inspire people (Mishra & Maheswarappa, 2018). XYZ does not have a system to track social media impressions, making it impossible to compare client engagement over time (CEO, personal communication, November 4, 2020).

XYZ also uses client surveys after speaking engagements, wellness retreats, and conferences to gain insight into how well information is perceived, valued, and impactful (CEO, personal communication, July 14, 2020). I reviewed and analyzed the organization's client survey template based on the 12-step criteria provided by Sullivan and Artino (2017), who asserted that the steps should be considered when developing an effective, high-quality, and credible survey:

1. Do not ask leading biased questions.

2. Refrain from asking more than one question in an item.

3. Use both closed and open-ended questions.

4. Avoid asking negatively worded questions.

5. Refrain from using acronyms and unfamiliar and vague terms.

6. Provide answer choices that are mutually exclusive and comprehensive.

7. Avoid using options such as always or never.

8. Use the different response options for survey items.

9. Search related literature.

10. Administer test surveys.

11. Complete a pilot test for reliability.

12. Make the survey short and concise.

Ardalan et al. (2019) reported that falsely positive survey responses may be given because the responders lack confidence that their responses will remain anonymous. Tvinnereim and Flottum (2015) remarked that even though open-answer survey questions provide great insight into public perceptions, the responses can vary between four and 300 words. XYZ client surveys are completed under time restrictions and typically not in a space conducive to the provision of detailed responses, as mentioned by the CEO during her interview. Client satisfaction ratings and suggestions are primarily collected through client surveys and client emails to the CEO. Surveys are open answer, which may involve a time-consuming effort to decipher them, and the organization does not save any survey responses (CEO, personal communication, November 4, 2020).

Surveys provided to participants after public engagements ask the following questions: How useful was the information provided today? Are you interested in beginning your wellness journey? How well did the speaker(s) address your wellness concerns/questions? Are you satisfied with the information provided today? Will you visit the website to see what else XYZ can offer you?

Clients also may email specific concerns and success stories to the CEO. Based on the tips provided by Sullivan and Artino (2017), XYZ's survey questions are effective because they are presented in a nonbiased and neutral manner, ask one response for each survey item, use positively worded questions, avoid acronyms and unfamiliar terms, and are short and concise. However, the surveys are open answer only and are not anonymous, so client results cannot be measured adequately because of the lack of anonymity. The survey does not include open-ended or close-ended questions or answer-option questions, which may result in vague responses and provide useless data (Sullivan & Artino, 2017). The CEO also mentioned that the surveys were tested on her friends and family members to measure how straightforward and understandable the questions would be to different individuals.

Although client surveys are completed and contain adequate criteria to be useful, the CEO explained in her interview responses that the organization does not save emails or survey responses after they are reviewed initially. The CEO stated that even though she makes mental notes of the survey responses, no mechanisms are in place to document or track survey responses. Overall client results are not analyzed or interpreted effectively by the organization, and client engagement is not gauged reasonably.

Personal biases and the management of client complaints can make or break business relationships (Gravett, 2020). XYZ has no mechanism to collect or manage client complaints, and according to the CEO's interview responses, clients are asked to email the organization's CEO with any specific concerns or complaints. The CEO reported that complaints are text based, so cognizance is used to best address client concerns.

There have not been a substantial number of complaints, and over the years, there have not been requests for program refunds (CEO, personal communication, July 14, 2020). According to the organization's website, the refund policy is offered as a measure of good faith. All programs have a 7-day money-back guarantee if clients do not find the programs beneficial. However, refunds have been issued rarely, and the CEO could not recall how many times refunds have had to be processed over the last decade (personal communication, January 19, 2021). The organization's revenue reports did not show any refunds processed in the last 2 years.

Workforce Results

Personal communication with the CEO was ongoing and was completed to obtain internal documents as well as information about the organization's daily operations. To gain a better understanding of the ways that the organization's key leader and consultants managed the fibroid concerns of African American women, I conducted semistructured interviews with the three consultants and the CEO. I transcribed the interviews using the OTTER application and converted them into Microsoft Word documents. Data from the interview transcriptions were coded manually, and both inductive and deductive coding

were used. To complete the inductive coding, I obtained the codes directly from the exact words and phrases taken from the interview transcriptions. Deductive coding allowed me to search for words, phrases, and ideas found in related literature (Ravitch & Carl, 2016). On each transcription, I highlighted and marked any words or phrases that provided insight about or described the data. I reviewed all of the transcriptions to find data that stood out from the literature, such as resistance to care, cultural differences, differential care, care with compassion, and treatment reasonings. Lastly, I reviewed the data again to identify several concepts: (a) repetition of words and phrases, (b) same ideas in the participants' responses, (c) oppositive ideas in the participants' responses, (d) language with emotions, (e) familiar and nonfamiliar concepts, and (f) patterns. For each interview response, I developed a code, and for each response, I applied the previous code to the data. If the codes did not match, I created a new code for the following response. I continued this process for every response to each interview question.

I also created a coding chart with separate sections for code descriptions, code definitions, and the generated themes. The coding chart made it easier for me to organize and interpret the data, and each code was labeled with the same color used for the data from which the codes were derived. As the codes were developed from the data, they were logged into the coding chart with code definitions. The code definitions were used as a reminder of the ways that the codes were being used. After developing and logging all of the codes into the coding chart, I began to refine the codes by combining, grouping, and discarding developed codes. Refining the codes also included categorizing them by identifying patterns and considering overlaps in code definitions.

Codes were analyzed several times, and themes were generated. The themes were the result of combinations of codes that interpreted the data as a whole. Next, the themes were documented in the coding chart and reviewed several times to check data interpretations and to find alternative explanations.

I used peer debriefing to reduce researcher bias and ensure validity. All codes and themes were reviewed by a current doctoral student from Walden University who had academic training in research methods. Three themes were generated: Theme 1: African American women demonstrate resistance to treatment or wellness advice, Theme 2: Importance of providers understanding personal biases and cultural differences, and Theme 3: Importance of providers modifying speech and behaviors to show a higher level of compassion.

Theme 1, which referred to African Americans' resistance to treatment or wellness advice, described the feelings and thoughts of health care providers regarding their views about African American women's fibroid treatment and care. Theme 1 was supported by responses from two participants.

Participant 2 said:

There is resistance found amongst all groups, but African American women particularly are more pessimistic than others when it comes to treatment recommendations. I have had to reiterate the importance of following treatment instructions to several Black patients over the years.

Participant 3 noted, "I can understand the presence of resistance and I have received some push back when discussing options of care and because of unfortunate events in history and still some today, Black women take advice with a grain of salt."

The interviewed health care providers reported that African American women needed more time to consider available options and required more convincing or research than their White counterparts to follow treatment recommendations. Participants' interview responses suggested that the health care providers understood the reasons of some African American women to mistrust health care professionals, and the literature supported this theme. According to Alsan et al. (2020), the Tuskegee project of untreated syphilis in Black men by the U.S. government provided evidence of peripheral trauma and caused a decline in medical-seeking behaviors and an increase in the distrust of health care providers among the African American community.

Robinson et al. (2017) reported that because of known health care racial disparities, African American women have been less willing than their White counterparts to adopt minimally invasive hysterectomies. Glover et al. (2017) reported that 44.3% of African Americans who reported experiences of discrimination did not trust health care providers and 35% reported experiences of unfair treatment from providers. Because of the history of discrimination and present experiences, African American women are less trustworthy of health care providers and more resistant to treatment and wellness advice.

Theme 2 referred to the understanding of personal biases and cultural differences when providing care to African American women with fibroid concerns and symptoms. Theme 2 was supported by responses from two participants.

Participant 2 shared, "I have completed diversity trainings over the years, and it is an important step while considering racial barriers African American women have in the field."

Participant 4 stated, "Cultural understanding is how you maintain respect for differences whether medically or racially and you want to be sensitive to each individual's concerns."

The interviewees recognized the importance of continuing education and professional development directed toward culture and diversity when providing care to African American women. The participants reported that providing sufficient care included having knowledge of the problem and using the best methods of delivery while considering cultural differences, stereotypes, and personal biases. The literature further supported this theme. Kent (2021) asserted that because of racism and an unconscious driving force, African American women are viewed as angry when they raise their voices or display hostility and are typically labeled as intimidating, overly sensitive, or aggressive. Addressing personal biases and cultural differences can help to correct the mislabeling of African American women who display their emotions and minimize the subgrouping of individual characteristics as harmful, ultimately affecting African American women (Kent, 2021). Gaining cultural understanding and acknowledging factors may create a therapeutic alliance among African American clients, thus leading to

more positive health outcomes (Johnson-Hood, 2017). Cultural awareness allows health care providers to meet the needs of African American women and incorporate their preferred methods of care into treatment plans (Wallace et al., 2021).

Theme 2 was further supported by the evident mislabeling of African American women in American literature. Historically, White authors have portrayed Black women in ways that have supported such stereotypes as hypersexual, objects of sexual indulgence by way of prostitution, obese and unfit mothers, hard-working women with strong bodies, aggressive, and lazy (Xu, 2021). Mainstream stereotypes and prejudices toward African American women have led to a culture of increasing hostility toward African Americans (Xu, 2021). In addition, unintentional biases may cause health care providers to believe that African American clients are uninterested in, unintelligent, and incapable of following treatment instructions (Glover et al., 2017). Providers should address personal biases and cultural differences when providing care to African American women, many of whom are the victims of racial or gender discrimination and negativity of mainstream culture (Xu, 2021).

Theme 3 referred to the modification of providers' speech and behaviors to show a higher level of compassion, changes that acknowledged the interview participants' experiences when providing care to African American women with fibroids. Theme 3 was supported by responses from two participants.

Participant 2 explained, "I believe it is called code switching, when one has to adjust their behavior or expressions to make another feel comfortable, and I am aware when I do this, and it is only to align with a patient."

Participant 4 remarked:

I am nice and respectful to everyone, but because I am of a different racial group,

I tend to modify or, better yet, adjust my expressions and speech to accommodate

specific clients, and I have made it a priority to slow down and ask more

questions and demonstrate my great listening skills.

Providers are aware that delivery is important when informing clients of results, discussing treatments, and addressing concerns. The interviewees acknowledged the mistreatment of African American women and the need for behavior modification to better align with their clients' needs. Culture and race can present challenges in the client-provider relationship, and a greater need to meet clients' expectations of provider credibility, problem interpretation, and ability to connect has been identified in the research (Johnson-Hood, 2017). K. Y.-H. Liao et al. (2020) contended that clinical interventions for African American women should focus on increasing self-compassion and, overall, should include compassion from health care providers. Modifying and adjusting behaviors and speech to accommodate clients are examples of providing appropriate cultural responses and having genuine regard for clients (Wallace et al., 2021). According to Xu (2021), the past oppression African American women has made them hesitant to express feelings of anger and grief and, instead, heal silently. Displaying a higher level of compassion with African American female clients can help them to cope with the daily struggles of racism, sexism, and discrimination that they face at a higher level than others (Wallace et al., 2021).

Professional development is necessary for health care providers to maintain competency, upgrade knowledge, and provide valued care. Organization XYZ's CEO has completed several continuing education units (CEUs), including team building, leadership styles, process management, innovation, finance, accounting, diversity, equity, and inclusion (personal communication, January 19, 2021). CEUs sharpened the skills of the key leaders, consultants, and contractors while facilitating the exploration of motivations and barriers. According to Younes et al. (2019), the main objective of the health care field should be lifelong education, an assertion made because of the declining clinical skills of providers over the years.

The CEO, who is not a licensed health care provider and does not hold professional certification, does have substantial dedication to continuing education and providing opportunities to others. Consultants and contractors are health care providers and mental health professionals licensed and governed under their state licensure boards. All licensed professionals are required to complete continuing education trainings to maintain licensure. XYZ maintains relationships with all consultants and contractors for future collaborations and shared professional development opportunities.

XYZ has an email list of 19 providers who have provided services or collaborated with the organization, and this list has been used to forward information about professional development opportunities. The organization's email provider list was used four times in 2020 and seven times in 2019 to forward information about upcoming professional development opportunities; in addition, the organization has received two emails about shared professional development opportunities (CEO, personal

communication, November 14, 2020). Albertyn and Frick (2016) reported that collaborations facilitate educational development and foster information sharing. Knowledge and opportunity sharing help to foster a common vision by enhancing leadership, sustainable change, and long-term transformation (Albertyn & Frick, 2016). Training opportunities and the sharing thereof may further reduce health disparities among African American women by contributing to treatment innovation.

Client and Workforce Results

XYZ offers a plethora of client services, including a fertility master class, work-life restoration sessions, and wellness webinars, to name but a few. The variety of services address stress, anxiety, and depression, all of which are underlining issues challenging African American women with fibroid symptoms and concerns. With African American women experiencing discrimination in the health care industry and at-risk women being the least likely to seek professional care, developing programs supporting open communication with health care providers could prove beneficial (Marsh et al., 2018). Although programs have been targeted to support women with fibroid symptoms and concerns, XYZ has no mechanisms to gauge client engagement.

According to the CEO, the organization does not have a system to track social media engagement, client survey responses, or email interactions consistently, as evidenced by the lack of documentation provided by the CEO. In addition, workforce results have reported that consultants and contractors have felt adequately trained and knowledgeable of the feelings and concerns of African American women and that they could best manage the women's concerns with compassionate delivery and modified

behaviors. These data were supported by Theme 2: Importance of providers modifying speech and behaviors to show a higher level of compassion.

Leadership and Governance Results

Strategic planning and implementation involve goals, mission, organizational learning, budget, high levels of performance, and desired results (Bryson, 2018). I analyzed the organization's SWOT analysis for 2019. XYZ was established in 2010 and had one strategic plan developed in 2019 by the CEO. I analyzed the plan by locating the most important components: vision statement, mission statement, strengths, weaknesses, objectives, opportunities, threats, and organizational goals. All components were analyzed based on McNamara's (2005) strategic planning criteria:

1. Ensure that the planning process suits the needs of the organization.

2. Consider all major organizational systems.

3. Clarify the purpose, vision, and values.

4. Establish goals and objectives.

5. Align resources to meet the vision and mission.

6. Ensure that all staff are aware of their contributions to the mission and vision.

7. Ensure progress toward goals.

8. Identify threats and their effects.

The strategic plan documents were reviewed thoroughly for the criteria provided by McNamara (2005), and identified criteria data were highlighted in the documents. Although the strategic plan was not implemented, it did outline strategic priorities for the 5-year period of 2019 to 2024. Since 2020, the organization has been using the services

of a social media consultant to provide the key leader with tools and strategies to build its

platform, but no other steps have been taken since. The following goals were established

by the key leader in 2019:

1. Establish a profound social media presence that supported:

   - Sharing of video content regularly and easily.

   - Easy access to the organization's services.

   - Sustain this avenue to connect with existing clients, women, and potential

     clients.

2. Increase revenue.

3. Develop an outreach team to build community presence and relationships.

One element of strategic planning is to nurture, build, and extend connections

with internal and external groups and individuals in the community. These connections

contribute to organizational sustainability and innovation to meet community needs.

According to the CEO, XYZ recognizes the importance of community for new ventures,

new goals, and implementation of action plans. Social media growth, the main priority of

the organization, entails building relationships online and in the community. To have

desirable results, community connections must remain strong during the process.

Strategic planning lays out the purpose, strengths, weaknesses, competencies, challenges,

and opportunities of organizations (Bryson, 2018). One issue in the strategic planning

process involves challenges that affect organizational values, establishment of services,

finances, product management, and mission (Bryson, 2018). Leadership plays an

essential role in identifying challenges and weaknesses. XYZ is a small for-profit organization, and all aspects are managed by the key leader.

The main challenge is the lack of execution. The CEO has not completed a follow-up analysis of the strategic plan and has failed to review processes, ensure implementation, and make the required plan changes. Another challenge is the risk of the CEO being resistant to change and failing to recognize the resistance. Leaders are not exempt from experiencing resistance to change, and there is a risk even when the changes are seen as beneficial (Bryson, 2018).

The organization's strengths are the trainings and professional development opportunities taken by the CEO. These trainings have equipped the CEO with the skills to handle the biases, emotions, and resistance of organizational leaders and health care providers while supporting their efforts of innovation. Another strength is the ability of the CEO and health care providers to provide online coaching and online services to clients in the event of national or health emergencies. Yet another strength is the ability of the CEO to maintain supportive collaborations and relationships with health care organizations and providers in the community. An opportunity for increased revenue has been recognized by expanding the organization's presence on social media and increasing community relationships. A threat to organizational success is the CEO's procrastination to address current threats, weaknesses, and opportunities. As a result, the organization has been slow to reach its goal of addressing the needs of community members. Procrastination also has meant that the organization lacks the level of innovation needed

in the wellness industry. Lack of innovation may negatively affect social change, and procrastination will delay goals, decrease progress, and limit accountability.

Potential Implications for Positive Social Change

Organization XYZ has contributed to positive social change by making a commitment to evaluate the ways that the organization has managed African American women's fibroid symptoms and concerns. XYZ has acknowledged the history of discrimination and differential health care toward African American women and has dedicated efforts to ensuring that African American women with fibroids are supported continuously. The organization has demonstrated a level of awareness to the sensitivity and needs of African American women to decrease health disparities. African American women experience unconscious biases, discrimination, and differential care that has affected their health outcomes (D. Liao et al., 2020), and African American women suffer from fibroids at a greater rate than their White counterparts (Baird et al., 2020).

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Strengths and Limitations of the Study

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Strengths

Qualitative research is analytic and descriptive, and researchers are focused on understanding, analyzing, and describing the practice problems investigated in their studies (Ravitch & Carl, 2016). One strength of this qualitative study was that it gave me the opportunity to pay close attention to the organization's processes and relationships while seeking contextualization and complexity (Ravitch & Carl, 2016). XYZ is a small for-profit organization with one CEO and very few work processes in place; however, conducting this qualitative study allowed me to obtain a significant amount of data by

interviewing the CEO and three consultants rather than collecting documentation or interviewing staff members. As the doctoral scholar-consultant, I was able to ask interview questions to explore the motives, experiences, and perspectives of the CEO and the three consultants regarding the care and care management of African American women. Interviews were pertinent to the practice problem and offered valuable insight into processes that were nearly invisible.

Limitations

The primary limitation to qualitative research is the role of the researcher as the primary data collection instrument. I shaped the research by establishing meanings and building concepts and theories from the collected data (Ravitch & Carl, 2016). Researcher bias was a risk in this qualitative study, so it was critical that the research design be based on reflexivity, collaboration, and criticality (Ravitch & Carl, 2016). All potential risks to coding and generating themes were evaluated by a Walden University doctoral student to ensure coherence between the codes and themes that emerged from the analysis of the data. The number of participants was limited because of the size of the organization and the low number of consultants and contractors available to participate in the study. Having the opportunity to interview more participants may have given the results more validity, but I do not believe that the small sample size had a negative effect on data saturation. Validity was established by peer debriefing, member checking, and addressing and clarifying researcher bias.

Unanticipated Outcomes and Potential Impact on Findings

      The outcomes of this study will give Organization XYZ opportunities for improvement in case management, the recording of client survey results, and the documentation of client concerns. There were unanticipated gaps in the organizational data provided. For example, XYZ did not provide any follow-up information or client survey results, and client concerns were not properly documented to review later for future guidance or relevance. The organization also has not documented the number of clients who have reported having fibroids diagnoses or concerns, so the true impact of services and programs remains unknown.

Section 5: Recommendations and Conclusions

This qualitative case study of Organization XYZ included semistructured interviews and an analysis of internal data provided by the organization. The focus of the study was to understand how Organization XYZ managed the fibroid concerns and symptoms of African American clients and how health care providers responded to this health issue. The data and findings related to the practice problem generated several recommendations.

Organization Recommendations

Recommendation 1: Program Creation and Implementation

Organization XYZ offers several programs and services directed toward women with fibroid concerns and symptoms, according to the organization's website. African American women are the least likely to report fibroid concerns to health care providers and disconnect from the idea of receiving assistance to maintain a sense of strength (K. Y.-H. Liao et al., 2020). Quality health care communication includes gathering information, eliciting concerns, developing treatment approaches, discussing patient values and beliefs, and encouraging client feedback (Christianson et al., 2012). African American women are more likely to seek support from family and friends and spiritual communities than from health care professionals, a choice that may be the result of African American women not feeling connected to health care providers (K. Y.-H. Liao et al., 2020).

Establishing a program targeting communication between African American women and health care providers would be beneficial to African American clients with

fibroid concerns and their attending health care providers. Weiste et al. (2020) found it highly beneficial for clients to be involved in their own care. Many providers have used only their medical knowledge to make treatment decisions for clients, and they have neglected to consider clients' feelings and beliefs; as a result, many clients have remained ill informed and have failed to participate in the evaluation and planning of services (Weiste et al., 2020).

Developing services and programs related to communication with health care providers may provide African American women with the skills to problem solve effectively and engage in appropriate collaboration, critical thinking, and active listening (Motschnig et al., 2020). According to Medendorp et al. (2021), prioritizing clients' values and needs is necessary and important for positive interventions. Communication skills and training will lead health care providers to treating clients as individuals, and clients will become more vocal in expressing their concerns and their willingness to establish trusting relationships with providers (Medendorp et al., 2021).

Semistructured interviews with the CEO and three health care consultants generated the three themes: Theme 1: African American women demonstrate resistance to treatment or wellness advice, Theme 2: Importance of providers understanding personal biases and cultural differences, and Theme 3: Importance of providers modifying speech and behaviors to show a higher level of compassion. Offering communication skill-building services and programs to providers and clients may decrease clients' resistance to treatment and advice. Health care providers will learn to recognize clients' cues and explore their concerns while providing responses that are

adequate to meet clients' emotional and cultural needs (Medendorp et al., 2021). In addition, by participating in communication skill-building training, clients may learn to emphasize their concerns without fear of rejection or judgment and work effectively with providers to establish appropriate interventions and treatment plans (Medendorp et al., 2021). Overall communication skill-building training will enhance the positive health care outcomes for African American women with fibroid concerns and symptoms.

Recommendation 2: Survey Creation and Implementation

Organization XYZ uses surveys after speaking engagements, wellness retreats, and conferences to gauge attendees' satisfaction with the information provided and the relevance of the topics discussed. However, according to the CEO, surveys are provided in paper form, and the environment for attendees to complete the surveys is typically loud and disruptive. In addition, the survey data are not documented properly once received and reviewed. A recommendation is for XYZ to use a survey builder such as SurveyMonkey to assist with the collection of data from multiple users that ensures confidentiality, provides client convenience, and is affordable. Using SurveyMonkey would make it easier for the organization to collect data on clients' experiences with services and programs and discover insights. Clients and attendees can receive the survey by simply providing an email address or a phone number.

SurveyMonkey is a web-based tool familiar to many midsized and small businesses, and it allows leaders to develop customized client surveys, retrieve client feedback, and obtain competitive analyses (LaFollette, 2018). LaFollette (2018) explained that SurveyMonkey has advanced features that provide leaders with a variety

of different surveys and the opportunity to obtain real-time results. The SurveyMonkey online app produces reports by analyzing data that can then be shared in various formats and provided to other professionals because of the anonymity feature on the app.

According to LaFollette (2018), SurveyMonkey is a user-friendly application, and during the creation phase, it provides labeled icons and short descriptions of options. In addition, the survey is presented on the screen to make editing easier. The application provides several question types: multiple answer, rating scale, Likert scale, matrix dropdown, single answer, demographic and open ended. Therefore, surveys can be targeted to gain information from specific clients or providers. SurveyMonkey also uses an encrypted platform, is HIPAA compliant, and is validated by Norton and TRUSTe for securing data (LaFollette, 2018). Furthermore, the application is affordable, with basic plans costing approximately $32 up to $100 per month, with a free trial period (LaFollette, 2018).

Organization XYZ would benefit from using SurveyMonkey because information pertinent to client satisfaction, engagement, and event analysis could be reviewed and saved for later reference for future program creation and events. Client feedback is key to understanding client satisfaction and the relevance of programs and services. SurveyMonkey could provide XYZ with data to make service improvements and increase client engagement and satisfaction (Birch-Jensen et al., 2020). The data obtained using a digital survey system provided knowledge that the organization could use to understand and improve management and services (Birch-Jensen et al., 2020).

Recommendation 3: Tracking Health Concerns

SurveyMonkey and other similar applications provide data on client demographics that are important for tracking purposes. The practice problem in this study focused on African American women with fibroid concerns and symptoms. However, the organization had no tracking method to acknowledge the number of clients with past or present fibroid concerns. Tracking the specific health concerns of clients will allow the organization to analyze its management of specific populations and client concerns appropriately (Ancker et al., 2015). During the consultation phase, a survey can be generated to gain information about new clients' concerns, interests, and health stata. Having this information will give XYZ the opportunity to incorporate that knowledge into program creation and implementation. SurveyMonkey and similar applications keep client responses' confidential, which can be a more appropriate way to understand the needs of the community (Ancker et al., 2015).

Recommendation 4: Coordination of Services

Organization XYZ is operated and managed by the CEO, who is responsible for overseeing daily operations and creating and implementing all programs and services. The organization relies on the CEO, and in the key leader's absence, the organization risks failing to give clients adequate time frames for one-on-one cancelations, failing to follow up with current clients, and missing speaking engagement opportunities. In the absence of the CEO, no other employees have been trained or have the level of expertise to run the organization's daily operations, according to the CEO. In the event of the key leader's absence, there may be a great disservice to clients on the services and programs

of the organization. XYZ's services provide women with the tools to balance work and home life, reduce stress, and improve overall wellness, and clients expect adequate communication with health care and mental health providers (McRee, 2017).

According to Dunavan (2017), the coordination of care and services is fostered the most effectively through communication and ultimately improves the quality of care for many clients. A lack of communication suggests to clients there is a lack of proper planning in the organization and that breakdowns in communication contribute to health disparities (Dunavan, 2017). Hiring another professional or offering a college-level internship to ensure continuation of daily operations in the absence of the CEO will allow the organization to develop a team-based approach ensuring that client services will be coordinated and client outcomes and experiences will improve (Dunavan, 2017).

Health care providers have the same shortcomings as other human beings. They may experience provider burnout and depression while handling everyday issues, and they may have to deal with high levels of anxiety and stress while encountering traumatic situations (Mousavi-Asi et al., 2021). Self-care is important in relation to the quality of care provided, and overworking increases fatigue and decreases attention to personal needs, according to Mousavi-Asi et al. (2021). XYZ's key leader is more likely to experience burnout because of a global crisis such as COVID-19 and personal traumas. Lack of support with care service coordination may increase the likelihood of emotional and physical exhaustion and increase health care costs (Mousavi-Asi et al., 2021). Furthermore, hiring adequate help related to fulfilling the organization's mission is important.

Recommendations for Future Research

As evidenced in the review of the literature, there has been a gap in research regarding African American women and the management of their fibroid care and concerns. These gaps have contributed to the lack of understanding of African American women's treatment, infertility, cultural barriers, and health care experiences (Gameiro et al., 2019). There is a greater need to understand how cultural and ethnic differences affect health disparities in the African American community and among African American women in particular. According to Abrams, Hill, et al. (2018) African American women are less likely to receive psychological services and will self-silence because of the cultural obligation to manifest internal and external strength. Understanding the cultural, racial, and gender oppression of African American women will contribute to the discontinuation of neglecting Black women in theoretical research (Xu, 2021).

Care coordination and case management play an essential role in health care, and they should be prioritized by health care providers and leaders. There also is an opportunity to research the outcomes of clients having ethnic and cultural similarities as providers. Johnson-Hood (2017) asserted that African American individuals' experiences of racism and discrimination should be explored between African American clients and White providers to obtain not only a better therapeutic alliance but also more positive wellness outcomes.

Dissemination of Findings

I will present the findings and recommendations to the organization's CEO. I will lead the discussion using a PowerPoint presentation to increase motivation, encourage

engagement, and facilitate sharing of the data in an appealing manner (Lari, 2014). I also

intend to email an executive summary of the study to XYZ's CEO. The executive

summary will highlight the study's findings, recommendations, and implications for

social change.

Conclusion

I conducted this study to analyze Organization XYZ's management of African

American women's fibroid concerns, symptoms, and care. Organization XYZ offers an

abundance of programs and services to marginalized women, and several of the programs

are dedicated to women experiencing fibroids. After analyzing the organization's internal

documents, interview transcriptions, and research literature, I offered several

recommendations to best support the organization's efforts to support African American

women experiencing fibroids. The recommendations include developing a program

targeted to enhance client communication with providers, online surveys to ensure client

confidentiality and truthful responses, and a system to track client health concerns, along

with hiring a professional or intern to manage services in the absence of the key leader.

The first recommendation is to provide a program targeted to enhance

communication between clients and health care providers. The literature has suggested

that African American women often do not feel connected to their health care providers,

so they are hesitant to communicate concerns and values (K. Y.-H. Liao et al., 2020). The

recommended program may encourage African American women to discuss their fibroid

concerns, provide problem-solving skills and enhance health care collaboration

(Motschnig et al., 2020).

The second recommendation is to create a survey to collect data on client experiences and topics that are of the most interest to them. Use of an online survey tool will ensure confidentiality, convenience, and a straightforward way to collect data from multiple clients. The organization may then be able to determine how well it is satisfying the needs of African American women with fibroid experiences.

Recommendation 3 is to develop a method to track clients' health concerns. In the future, this method will be useful for the organization to examine how well it is managing specific concerns and populations (Ancker et al., 2015). Recommendation 4 is to hire a professional or offer a college-level internship to manage services in the absence of the CEO. Hiring or offering an internship opportunity will ensure continuation of the daily operations of the organization, reduce breakdowns in communication, and contribute to the successful care management of African American women with fibroid concerns. Successful care management is essential to motivating clients, aligning goals, and ensuring that clients trust the care process (Dryden et al., 2019).

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