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Walden University

College of Social and Behavioral Sciences

This is to certify that the doctoral study by

Dania Al Assadi

has been found to be complete and satisfactory in all respects,
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the review committee have been made.

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Walden University
2021

Abstract

A Lebanese Health Care Organization's Strategies to Secure Sustainable Funding

by

Dania Al Assadi

MS, American University of Beirut, 2012

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Psychology in Behavioral Health Leadership

Walden University

August 2021

Abstract

Fundraising and donations are the main sources of revenue for behavioral health care nonprofit organizations (NPOs) worldwide. Economic, political, social, or health crises impact fundraising and donation sources for behavioral health care NPOs. This qualitative case study addressed strategies that senior leaders of a Lebanese behavioral health care NPO could use in times of crisis. The study also addressed the behavioral health leaders' experience managing a funding crisis. The Baldrige conceptual framework was used to assess the organization's effectiveness in seven key areas. Interviews with the senior leaders and analysis of the organization's archival data were used to inform the study. Four themes emerged from the study: employment treatment, sustaining funding, organizational change, and new challenges. Recommendations included documentation of senior leaders' decisions, creation of strategic action plans for significant changes, and recommendations targeting the Baldrige key factors. These findings may help NPO leaders to align organizational strategies with key processes and focus efforts on the achievement of organizational goals. Senior leaders could use these findings to increase access to individual donors or funds to build better community resources, such as improved access to behavioral health care organizations, schools, and affordable housing in underserved urban areas.

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Dedication

This doctoral capstone is dedicated to my father, Mahmoud; my mother, Taghrid; and my siblings, Hiba, Aya, Yehya, and Ghida. My father always gave me his full support, and he believed in me during my weakest moments. My family members were my backbone throughout my educational journey. Also, I dedicate this doctoral capstone to my sisters' husbands and my two young nephews, Sulaiman, my favorite person on earth, and the astonishing newborn, Saad.

I am blessed to have such an amazing support system to rely on. I dedicate this doctoral capstone to Beirut, a city that has suffered all types of pain and has taught me to keep standing, and to my beloved homeland of Palestine.

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Section 1a: The Behavioral Health Organization

The Lebanese founder of research centers based in the United States dreamed of developing a children's cancer center in his home country. Organization C was established in collaboration with one of the best medical centers in Lebanon (i.e., Organization B) and a research hospital in the United States (Organization A). The overarching aim was to save children mainly from Lebanon and other Middle Eastern countries from cancer, regardless of race, sex, ethnicity, or religion.

In 2017, Organization C provided health care to 1,465 children, along with more than 3,450 general consultations. Most of the children were from Lebanon (78%), 13% from Syria, 4% from Palestine, 3% from Iraq, 1% from Yemen, and 1% from Sudan. Abu-Saad Huijer et al. (2013) raised a serious issue regarding the ways that cancer can change children's lives. One of the main reasons for such change is the agonizing pain of the side effects that can be alleviated according to the type of therapy. Organization C considers the consequences of the side effects and then supervises and manages them to decrease the suffering of the children.

Practice Problem

Organization C is a nonprofit organization (NPO) that provides free health services to children with cancer. The main challenge facing Organization C is the sustainability of external funding to ensure Organization C's functionality and progress. Organization C's annual budget is $15 million, which is necessary to provide consistent and continuous health care services. The funds also are essential for the constant development and enhancement of these services.

Lebanon is facing a serious economic crisis that has proven to be the worst in the country's turbulent history. This worsening crisis began around the same time as the revolution that overtook Lebanon. On October 17, 2019, the Lebanese people took to the streets to protest against the government's ineptitude and inaction. One of the triggers for this revolution was the inability of the people to secure the basic essentials of milk, bread, and fuel ("Falling Apart; Lebanon's Economy," 2019).

Mataira et al. (2014) mentioned that a financial crisis affects countless corporations and organizations and affects the main sources of funding from local private and public foundations that the organizations rely on. A drop in funding sources has imposed enormous pressure on the different teams in Organization C, especially the fundraising team. The team members had to design new strategies to introduce different sources of funding to maintain the same level of performance. The focus of the current study was to analyze the conditions and propose solutions to this challenge.

The World Health Organization (WHO, 2006) studied a similar crisis in Lebanon approximately a decade ago and reported that such an economic crisis would affect a minimum of one million people either directly or indirectly, with one of the major effects being the absence of accessible health care. In 2020, the Lebanese public debt increased further, which exacerbated the economic crisis. Lebanon remains on the verge of economic collapse. In addition, a less severe economic crisis has been happening in the Middle East and in many other Arab countries, all of which were major contributors to the funding of Organization C (WHO, 2006). Forty-five local and international NPOs have provided support and funds to the health care system in Lebanon. These

organizations also have been affected by political and economic crises, and as a result, their contributions toward Organization C have decreased (WHO, 2006).

Organization C is an NPO that provides free medical services to children with cancer. The sources of funding for the organization are typically individual donors, business partners, other organizations, international funding groups, and the Lebanese government. The researcher obtained data from the main leaders of Organization C, the official Organization C (2020) website, and other secondary data sources. As mentioned previously, the organization's annual working budget is $15 million (Khayr et al., 2015). This money helps the organization maintain its level of performance and delivery of excellent health care and extra services according to the needs of the children and sometimes the parents, as evidenced by the Robert Wood Johnson Foundation (2013). As one example, Organization C arranged to give K, a 9-year-old cancer patient, a wedding celebration because her wish was to become a bride. Organization C has been and continues to be creative in supporting its young patients.

Purpose

The purpose of this study was to develop different strategies that Organization C could implement to obtain sustainable funding. These strategies included finding new sources of funding or revising and updating extant strategies to secure at least the same level of funding required. This study was conducted to assess and offer recommendations to address the funding problem on two levels: (a) recommend ways to analyze the budget plan in consideration of the economic situation, and (b) explore and identify new funding sources to fill the gap in monetary shortfalls. The Baldrige excellence framework was

used in the analysis of the organization (National Institute of Standards and Technology [NIST], 2017).

Significance

This study is important to ensure the continued success of Organization C. Any reduction in funds and funding sources may lead to a decrease in the performance capabilities of the organization, meaning that the overall number of health care services or the number of children that it could assist may decrease. This reduction in services would be a major step backward for Organization C. Even though Organization C had experienced some financial difficulties that were the result of a decline in the local economy, the organization still had other means of support, including funding from other Arab countries. However, other countries in the Middle East such as Syria, Jordan, Iraq, and the United Arab Emirates (UAE) are faced with financial crises of different levels of severity (Zisser, 2019). This is the first time that the organization has encountered this type of financial crisis. One of the leaders of Organization C who was a main source of data for this study said, “Even people or organizations that are not directly affected would rather limit their usual donations out of fear of the surrounding crises and uncertain future” (personal communication, March 2020).

Summary and Transition

Organization C was founded based on the dream of serving, healing, and providing for children in need of health care services in return for no materialistic gain. The fundraising team and the internal management system of Organization C previously had been able to maintain a high level of performance that was recognized by many

individuals throughout Lebanon. In 2020, however, a new challenge appeared that demanded additional effort from Organization C. The appropriate steps were to study the overall performance and offer recommendations that could help to ensure the survival of Organization C. In the next section of this study, the organizational profile provides an overview of Organization C's services, leadership, vision, workforce, clients, results, strategy, and knowledge management. In the organizational profile, the basics of operating the organization are introduced. In the subsequent sections, a detailed assessment of each organizational key factor of the Baldrige excellence framework (NIST, 2017) is established.

Section 1b: Organizational Profile

As an NPO, Organization C depends on a variety of fundraising programs and projects to secure financial support for its services. Treatment expenses depend on the type of cancer, the stage of the disease, and the procedures needed for each case. The annual average cost per child ranges between $55,000 and $200,000 for more critical cases. The duration of treatment and the medical follow-up spans 3 to 5 years.

The challenge facing Organization C during Lebanon's economic crisis was the decrease in funding that could have meant a decrease in the number of children admitted to Organization C for care, a decrease in performance, or both. This challenge would directly affect the mission of Organization C, which is to raise the hopes of children suffering from cancer and to provide them with best health care services possible.

Several fundraising programs have been initiated to obtain the donations needed. These programs include Give Hope, Gift for Life, and individual initiatives. Corporate programs include corporate donations, Partner in Life, corporate partnerships, Key for Life, and donation boxes. School programs include math-a-thons, letter-a-thons, and school donation initiatives. Other events and campaigns include Home Sweet Hope, Donate for Life, the 1105 SMS campaign, Call for Life, Eat Out for Life, gala dinners, and nongovernmental organization (NGO) donations. In addition to the Outreach Donation programs, the overseas fundraising campaign is supported by Abu Dhabi, Dubai, Kuwait, and Qatar.

These programs performed well early on, but in the past few years, the amount of money raised from these programs has decreased significantly. This problem has not

been mentioned officially in Organization C's website or in any other sources, but when interest in conducting this study was discussed with Organization C, one of the leaders mentioned the funding challenge. The fundraising team has been under great pressure to develop the most creative yet achievable ideas to compensate for the funding shortfall. Organization C's main focus is to obtain enough funds to complete its mission and avoid any shortcomings in the reach or value of their services.

Organizational Profile and Key Factors

Location

Organization C has a strategic location that is accessible to people from different Lebanese cities. Lebanon is bordered by Syria in the north and east, Occupied Palestine in the south, and Cyprus in the west across the Mediterranean Sea. Lebanon's location at the crossroads of the Mediterranean Basin and the Arabian hinterland is the foundation of its rich history and has shaped its identity of religious and ethnic diversity.

Lebanon's population density is more than 587 people per square kilometer in a landmass covering 10,452 square kilometers (Bailey, 2019). Most of the Lebanese population live in the coastal areas. The coastal cities include Beirut, with a population of 2.385 million; Tripoli, with a population of 229,398; Sidon, with a population of 163,554; and Tyre, with a population of 135,204 (Bailey, 2019). In addition, approximately one million Palestinian and Syrian refugees reside in Lebanon (Bailey, 2019).

Mission, Vision, and Values

The vision of Organization C is to provide free and equal health care to all children with cancer in Lebanon and the region surrounding the Middle East. The mission

of Organization C is to offer free cancer treatment to children by funding them directly. The treatment protocols that are delivered are frequently updated based on new research and technological advances, regardless of the patients' financial status. In addition, Organization C aims to deliver psychosocial services to enhance treatment by spreading awareness.

The values of Organization C are empowerment, excellence, humanity, integrity, ownership, respect, and teamwork. The core competencies are excellence in services and provision of the latest treatments for children with cancer. Another value of Organization C is the provision of activities, games, and education that can help the children to continue their lives in as normal and stable a way as possible.

Health Care Services

The highly qualified administrative and medical staff at Organization C provide assistance in the delivery of medical services and procedures. The pediatric oncology nurses have experience working with children who have cancer. This experience has been beneficial to the children as they face painful medical procedures or experience feelings of fear and anxiety during hospitalization. Most of these nurses have completed a month-long training program at the Children's Research Center in the United States.

In addition, Organization C's nurses have expertise in a variety of cancer treatments and are able to provide comprehensive care to hematology patients. The nurses at Organization C are capable of administering chemotherapy, immunotherapy, or other supportive therapies; educating patients and their families about the disease process; handling vascular access devices; and accessing subcutaneous ports. Other

medical services involve highly trained and specialized residents from Organization B, which often selects individuals with great potential for further training in the United States.

Diagnostic and Treatment Services

More than 100 types of cancer, including breast cancer, skin cancer, lung cancer, lymphoma, leukemia, and prostate cancer, have been identified. These cancers affect different organs or systems in the human body and can occur at any stage of life. Symptoms that vary according to the type of cancer may facilitate early diagnosis. Obtaining accurate and early diagnoses is important to improve the effectiveness of treatment. Cancer treatments include chemotherapy, radiation, or surgery, or a combination of treatments.

Facilities

Organization C has an outpatient facility and an inpatient facility where patients can undergo treatment. The outpatient facility serves approximately 50 children daily. It has a leisure and family section, in addition to the medical section. The former section includes Organization C's Patients' Relations Department, the Child Life Department, and the PepsiCo Learning Program Room. The latter section includes the required medical areas: nursing station, examination rooms, procedure rooms, and treatment rooms. Other amenities include an isolation area, a large conference room that staff often use to communicate with the Children's Research Hospital (Organization A), and an access area from the outpatient facility to the hospital's operation room that allows children to be prepared for surgery in a place that they are familiar with.

The inpatient facility has 17 furnished single rooms where patients spend an average of 5 days. There is one treatment room for procedures, one dirty utility, two storage rooms, one classroom, one nurse manager's office, one nurses' locker room, one doctors' room, and one playroom. Hamilton (2020) remarked that the comfort and consolation of patients, staff, and guests are related to the internal environmental conditions of health care organizations. These facilities include taking into consideration such amenities as air conditioning.

New Facilities and Technologies

Organization C continuously releases new programs in parallel with the newest updates worldwide. For example, Organization C recently launched a retinoblastoma program, a new technology that targets a specific type of cancer of the eye that is very common in children between infancy and 10 years of age. The goal of this program is to provide medical services to help children with eye tumors, because early treatment can mean a complete cure with no loss of vision or potential mortality.

Organization C's Data Management Unit evaluates the treatment and outcome of all cancer patients. This evaluation includes assessing and measuring outcomes to ensure improvements in quality by making adjustments as needed. Moreover, Organization C's Research Program, one of the most important services, helps to ensure that treatment options are upgraded regularly to remain current. The program staff develop or conduct studies and publish medical articles in collaboration with staff from Organizations A and B. This research program has led to discoveries that not only have enhanced Organization

C's understanding of cancer but also have contributed to the knowledge of the medical research community at large.

Special Fun, Educational, and Family Services for Children

Organization C has programs that help to provide the best services for patients. First, child life specialists at Organization C are involved in child development and interventions that can help to educate and support children during challenging phases of treatment. Other professionals analyze the special needs of the children and their families. These professionals are mainly concerned with ensuring that the children can engage in normal play and recreational activities to promote growth, development, and feelings of fulfillment. These professionals also can help to enhance the supportive roles of parents and siblings by applying the philosophy of patient- and family-centered care.

Because Organization C (2020) provides care mainly for children, it attempts to do so in creative and enjoyable ways. For example, Organization C has developed advanced strategies to prepare patients for medical procedures. These strategies are based on age-appropriate teaching tools that include models, dolls, medical equipment, and pictures. Organization C also supports patients during medical procedures. This support typically takes the form of strategies specific to children, such as imagery, distraction, and relaxation to reduce anxiety. Organization C also has developed an educational support program for hospitalized children in the inpatient and outpatient facilities that help the children to manage their studies and work on their self-development in this phase of their lives. This program entails the use of playrooms, art therapy, storytelling, a

clowning program, visits from community groups and celebrities, other age-appropriate activities, and sibling support.

Workforce Profile

Organization C's staff members assist outpatients as well as hospitalized patients. The staff comprise child life specialists who are skilled and certified in working with children and adolescents in the medical environment. In addition, an expert social worker works with families, assesses their needs, and may refer them to governmental and nongovernmental social organizations according to their needs.

As part of Organization C's educational services, professional certified and experienced teachers help patients with different aspects of education. This assistance is customized to meet the needs and educational level of each child. This service is special in that the teachers coordinate with each child individually to ensure that these young patients are meeting the academic requirements of their classes. The intent of this program is to prevent any of the patients from having to repeat the school year because of medical reasons and their inability to keep up with studies.

Another special service that Organization C has established is the training of volunteers by child life staff. These volunteers are responsible for work-play spaces and helping parents to rest while they, the volunteers, spend time with the young patients. The services provided by volunteers include playing board games, reading books aloud, or caring for babies. The essence of the volunteers' mission is to treat these patients as normal children who like to play games and have fun. This work is organized and

managed by a volunteer program that is researched, programmed, and managed by Organization C.

The general management of Organization C is responsible for managing and overseeing all of the teams and is highly involved in solving any problems that arise. The general management team also follows up with the other teams on a regular basis to keep track of their work and progress. The fundraising team, one of the most important teams at Organization C, is responsible for sustaining regular funding sources and developing creative ideas to increase funding sources.

Other important elements of Organization C are the PR and external affairs teams. They are in charge of all types of relationships that serve Organization C's mission. Acquiring funding and supporters requires forging and maintaining solid relationships with different entities or individuals inside Lebanon and abroad. The PR team is responsible for sustaining these relations and widening the network of the organization to help to obtain additional sources of funding. The marketing communication team is in charge of keeping Organization C in the market as a known and trusted name. This team works to showcase the excellent work that the organization is doing to create general awareness about Organization C, its mission, and its services.

Another important team is the patient relations team, which strives to meet one of the main missions of Organization C, which is to provide the perfect environment for children who are receiving treatment for cancer. This team develops ways to support the family members of patients and ensure that they are processing and dealing with the disease in healthy ways. Members of the patient relations team educate the families about

their children's disease, they provide families with psychological support, and they orient the families on such topics as governmental social security or other services. Finally, the accounting team is concerned with all of Organization C's financial transactions, the human resource (HR) team focuses on the employees, and the operations team mainly ensures the smooth day-to-day operations.

Governance and Policies

British Standard [Organization C] assessed the organization and accredited it for quality management. International Organization of Standardization (ISO) 9000 is a quality assurance standard. To obtain the standard, procedures are established and documented, staff are trained to follow the procedures, services are measured using performance indicators and evaluated against predetermined standards, and the firm is audited by a recognized external body. Upon receiving a good evaluation, a company should display the British Standard logo that tells clients that the organization is dedicated to quality. The advantages claimed for ISO 9000 are increased productivity, improved performance, better motivated workers, cost savings, fewer errors, less rework, less waste, broader business opportunities, increased customer loyalty, increased productivity, increased revenues, efficient use of time and resources, and enhanced quality assurance of BSI communications (Mistry & Usherwood, 1996).

Patient Admission

Organization C's admission of patients is free of any discrimination. Race, sex, ethnicity, religion, nationality, or the ability to pay does not affect the authenticity of the services provided. These criteria play no role in admission or in the mission of

Organization C. Admission is dependent only on policies that Organization C follows. Organization C performs a full set of systematic diagnostic tests and admission policies to welcome new patients. Most of the patients who are received are admitted into Organization C unless there are budget or space limitations. Parents first contact the medical team in Organization C to undergo a certain study or protocol that involves an assessment of their child's case and the development of a treatment plan. This protocol-based theory has been shown to improve cure rates for potentially fatal pediatric diseases. The main criteria that govern the admission of patients are availability of space and diagnostic protocols.

Requirements

Organization C accepts children who are newly diagnosed with cancer or suspected cancer to avoid interfering or changing any protocol that another health care professional provided for a patient with preexisting cancer. This also is to avoid causing any damage from discontinuing the initial treatment plan that was decided for the patient. Organization C then takes full responsibility for all costs of treatment other than those reimbursed by third-party payers, such as National Security Social Fund, MoH, or private insurance companies. The cure rate is currently around 80% for the young patients are admitted to Organization C, which is highly successful and highlights the excellent performance of Organization C.

Organizational Background and Context: Stakeholders and Partners

Organization C partnered with Organization A and Organization B in a tripartite agreement. Each partner was to have specific responsibilities: Organization A and

Organization B were to be mainly responsible for monitoring the medical operations at Organization C, and Organization C was to be responsible for providing different sources of fundraising.

Table 1 presents the responsibilities of each of the three partners and reflects the complementary division of accountabilities that helps Organization C to achieve its mission and vision. Organization B is in charge of direct health care diagnoses and any medical performances, which include physicians, medical operations, and medical consultations. Organization A is directly responsible for research and development at Organization C. Organization A provides the necessary experienced staff and leadership; it also supports Organization C with regular funds. Organization A provides Organization C with administrative, research, educational, and medical training. Organization C obtains support from both partners. Organization C's main mission is to secure funds to provide care to children with cancer and to provide them with the appropriate environment so that their mental and behavioral health is maintained and enhanced. Organization C depends on Organizations A and B, but Organizations A and B do not depend on Organization C.

Table 1

Responsibilities of Organizations A, B, and C

Organization B	Organization A	Organization C
Provide medical operations of clinic	Provide funding to be administered by Organization C for research support	Raise money to support Organization C
Appoint with concurrence of Organization A and medical director of clinic.	Provide medical and educational training for the clinical and management teams	Must approve all budgets of clinic
Provide physician and non-physician employees and treated like Organization C employees	Assist clinic in developing treatment protocols specific to patient needs	Provide all funds necessary for operation of clinic
Budget for clinic will be established by Organization B annually in advance with concurrence of Organization C and Organization A	Shall provide ongoing medical education, consultation, and advice	
Responsible for accepting patients, selecting staff, purchasing equipment, and preparing budget		
Reimbursed for direct cost of operation of clinic (no excess of its cost)		

This tripartite agreement among Organizations A, B, and C welcomed one more partner after the war in Syria led to an influx of Syrian refugees into Lebanon. A recent quadripartite agreement was established with Organization D, and a new funding arm of Organization B's Children Research Hospital joined the agreement. In addition to these main partners, Organization C has partnered with the following strategic partners: the Lebanese Ministry of Public Health, PROG S.A.R.L., Middle East Airlines, Solidere, and Bank Audi. Organization C also has partnered with companies that provide diverse services, including communication, financial auditing, legal, local courier, web support, media, market research, printing, TV channels, radio, newspapers and magazines, online

digital media, video and photo, and strategic and management consulting. These companies provide their own services for Organization C.

International NPOs Are Using the Internet for Fund-Raising

According to a recent study by *Chronicle of Philanthropy*, online donations are increasing (Erwin & Dias, 2016). Erwin and Dias (2016) discussed use of the internet by NPOs to secure funds. NPOs use a variety of tools to raise donations that can include direct email, telephone communication, personal communication, special events, auctions, online giving, and planned giving. Successful fundraising is based on building good relations between donors and NPOs (Erwin & Dias, 2016).

The two-way symmetrical model of communication is a substantial and effective way to build effective relations with proper and interactive communication (Erwin & Dias, 2016). Websites have become more social and interactive, so they can be used to develop communications with targeted audiences. Erwin and Dias (2016) noted that many NPOs do not use their websites or social media to communicate with stakeholders or donors, preferring instead to use digital fliers for announcements and news.

Summary and Transition

Organization C's partnerships, teams, and up-to-date systems have allowed Organization C to be recognized as one of the best children's cancer treatment centers in the Middle East, even though many countries in this region have remarkably better economies. The dire economic conditions in Lebanon have not stopped Organization C from exhibiting great performance and excelling. Organization C is in the unique position of being competitive in positive ways relative to other organizations because it can

provide children with the same health care services offered in developed countries. Despite the obstacles of war, economic issues, and political and social turmoil, Organization C has been able to accomplish its mission. Three main elements of the Baldrige excellence framework (NIST, 2017), namely, leadership, clients, and strategy, are discussed in the next section.

Section 2: Background and Approach Leadership, Strategy, and Clients

Organization C is an NPO that provides free treatment to children with cancer. Like most other NPOs in Lebanon, Organization C is facing challenges in maintaining sustainable funding because of the ongoing serious economic issues in the country (Baumann, 2019). Organization C has an annual budget of $15 million to finance the minimum regular services that it offers. Organization C's funding is derived from local, governmental, and international sources, all of which are facing challenges because of the economic challenges in the Middle East. Recently, the economic problems in Lebanon have escalated into a dangerous crisis. On October 17, 2019, the Lebanese people started a revolution because of the unbearable economic situation affecting their food sources, transportation, communication, health services, and stability of the Lebanese currency ("Falling Apart; Lebanon's Economy," 2019).

Approximately 50 local and international NPOs have provided funds and support to the health care system in Lebanon, but the economic crisis has affected the contributions of these organizations (WHO, 2006). As this crisis has deepened, Organization C's fundraising team has initiated ways to develop different funding sources to maintain Organization C's performance. The focus of the current study was to identify new ways that the organization could overcome this funding challenge.

The purpose of this study was to analyze, identify, and recommend solutions for more sources of sustainable funding for Organization C in the midst of the escalating economic crisis in Lebanon. After receiving approval from Walden University's Institutional Review Board to conduct the study (approval # 12-21-20-0597417), the

researcher collected data from one of the main leaders of Organization C, from other studies that have focused on a similar problem, from interviews with senior leaders (see Appendix), and from Organization C's official website. The researcher analyzed the performance of Organization C, especially the fundraising department and any other department that could affect raising funds, to understand the procedures that have been used to either update them or, if possible, share new ways for fundraising (see Robert Wood Johnson Foundation, 2013).

The researcher used the Baldrige excellence framework, a successful framework that has been shown to promote success in different health care organizations (see NIST, 2017). The Baldrige framework has been used successfully in hundreds of projects in the health care field to enhance organizational performance and population health. The success of the Baldrige framework in improving health systems was instrumental in its selection as the conceptual framework for the current study. Roberts et al. (2020) reported that adoption of the Baldrige framework by the Tennessee Department of Health prompted great improvements in departmental performance.

Section 2 includes the databases, search engines, and key search terms used in the literature review. Also reviewed are sources of evidence to address the fundraising problem statement and explain the first part of the Baldrige framework (NIST, 2017), which is leadership. Supporting literature and details about NPOs are discussed.

Supporting Literature

Keywords were identified to facilitate the research process. The research problem was the sustainability of funding, so keywords relevant to that issue were used to find

research material. The search terms were *funding and health care organizations*, *funding and nonprofit organizations*, *economic crisis and Lebanon*, *economic status and Middle East*, *fundraising strategies and cancer center*, *financial crisis and health care organization*, *health care organizations and Lebanon*, *cancer programs and fundraising*, *cancer centers and Middle East*, and *children and cancer*.

Summary of the Literature and the Problem

Health Care Services in Organization C

Assistance in delivering medical care and treatment is provided by highly trained administrative and medical staff at Organization C. Most of the nurses have completed a month-long training program in the United States at the Children's Research Center. This experience helps children undergoing unpleasant medical procedures during hospitalization or experiencing feelings of fear and anxiety. In addition, the nurses at Organization C have experience in cancer therapies and are able to provide hematological patients with intensive care. The nurses are able to perform chemotherapy, immunotherapy, or other complementary therapies; inform patients and their families about the process of the disease; control equipment for vascular access; and access subcutaneous ports. Highly qualified and qualified members of Organization C are involved in various medical programs, frequently choosing specific ones.

The staff members of Organization C support all types of patients. The personnel include accredited child life professionals. An expert social worker works with families to consider their needs, and educational experts monitor the educational progress of the children to maintain the pace of their normal lifestyles and to protect them from future

delays or obstacles, especially in their academic and professional plans. One of the major contributors to the behavioral and mental health of the children is an organized system of volunteers that is well managed and oriented to serve the needs of the children and sometimes their parents.

Leadership in Organization C

Organization C's general manager is accountable for controlling and overseeing all of the departments and is active in addressing any issues that occur. To keep track of their work and success, the general management team also frequently checks with the other departments. The fundraising team, one of Organization C's most critical teams, is responsible for maintaining regular sources of funding and developing ideas to find new sources of funding. The PR and foreign affairs departments are other significant aspects of Organization C that are in control of all types of relationships that serve the mission of Organization C. Acquiring funding and supporters includes forging and maintaining good relationships within Lebanon and abroad with various institutions or individuals. The PR team is responsible for maintaining these ties and expanding the network of the company to help to acquire additional sources of funding.

Organization C delivers many health care services. Advanced diagnostic services and appropriate treatment services result in a survival rate of 80% for the children admitted to and being treated at Organization C. In addition, the advanced facilities are essential for comforting and educating patients and their parents. To welcome new patients, Organization C conducts a complete range of standardized screening tests and admission policies. Most patients who are received are admitted to Organization C unless

there are budgetary or space limitations. Leaders in Organization C actively coordinate with managers and personnel, continually designing programs for individuals to contribute. Senior executives often inspire their workers to ensure that they are dedicated. Senior leaders often stress the ideals of Organization C to be able to function as a single unit in an efficient and homogeneous manner.

Abboud et al. (2007) noted that the health care workers in tertiary care centers are behind the successful management of Organization C, though statistics have shown that 25% of children diagnosed with cancer are probably not going to survive. In these difficult contexts, the caregivers at Organization C ensure that the children who do not respond to treatment are provided with optimal psychological, social, spiritual, and pain control support (Erwin & Dias, 2016). Organization C provides care for about 100 new patients annually, and all of these new cases are treated with the most current protocol-based therapies. Only a few patients who have already started treatment in another health care organization are admitted to Organization C (Abboud et al., 2007).

The researcher assessed the sustainability of funds for Organization C during the economic collapse in Lebanon. This collapse has challenged the delivery of health care services by Organization C as well as all other health care providers in Lebanon. The fundraising team in Organization C continues to be very active and has already developed many programs, including corporate programs, school programs, events, campaigns, and outreach donation programs.

Organization C is one of the most professional health care organizations in Lebanon and the Middle East. The organization is an essential pediatric center that is

considered a reference to more than 76 centers in Lebanon and 22 countries in the Middle East that promises to provide superior, considerate, and comfortable medical and administrative services. Organization C provides health services for all cancer types that affect children. Based on the symptoms, treatment protocols may include chemotherapy, radiation, and surgery. To ensure that the children being treated at Organization C are receiving the best services, child life specialists and child life professionals on staff have developed specialized programs for this purpose.

As an NPO, Organization C depends completely on fundraising programs and projects to financially support its health care services to treat children with cancer. These treatments vary according to each case, the nature and stage of the cancer, and the procedures required. The average annual treatment cost per child is $55,000, but in some critical cases, the cost may reach $200,000. The average duration of treatment is between 3 and 5 years depending on the severity of the cancer.

The economic crisis in Lebanon has significantly and directly impacted Organization C. Recently, Organization C requested help by advertising in newspapers and on social media because, without donations, it may not be able to maintain its performance. The mission of Organization C is to provide children with cancer with the best treatment possible, regardless of their financial status.

Organization C has set up tremendous fundraising programs to obtain donations. Events and campaigns have played an important role in providing donations for Organization C. Individual programs have included Give Hope, Gift for Life, and individual initiatives. Corporate programs have included corporate donations, Partner in

Life, corporate partnerships, Key for Life, and donation boxes. Programs such as math-a-thons, letter-a-thons, and school donation initiatives also have been initiated. Worth noting are important outreach donation programs, one of which is the overseas fundraising campaign. Cities and countries involved in this campaign are Abu Dhabi, Dubai, Kuwait, and Qatar, which are some of the most essential donors to Organization C.

Although these programs were being developed and were achieving their purpose, they were interrupted by Lebanon's economic crisis. The escalating problems have targeted every organization in Lebanon, especially after the currency crisis and the harsh policies implemented by the banking system. The focus now is for Organization C to find creative ways to maintain funding.

Leadership and Governance in Health Care Organizations

Kronos (2019) asserted that leaders will have to help employees to navigate the future of work by 2025; accordingly, most HR teams, information technology specialists, and nurses in health care organizations expect the health care industry to undergo tremendous changes, especially in the way that health systems are staffed. Strong and prepared leadership will have the advantage of developing and implementing initiatives before sudden change is forced on these systems. Implementing new technologies in the workplace will help staff to serve patients more efficaciously (Kronos, 2019).

Great leaders consider future changes and make plans accordingly. For instance, Spatharou et al. (2020) discussed revolutionary medical artificial intelligence (AI) developments that will transform the way that health care is delivered. AI will improve

health care outcomes, the patient experience, and the standard of health care services in general. AI also could help to improve the productivity and efficiency of health care services by giving health care practitioners the opportunity to focus more on direct patient care while managing other responsibilities in less time (Spatharou et al., 2020).

Health care governance is concerned with the quality of management and patient safety. Governance activities are structured and managed with quality management tools and methods to ensure the performance of consistent governance decision making. Effective governance needs quality management and frameworks (Arya, 2020). Leaders who manifest poor governance are a major contributor to financial complications. Effective governance systems and processes are important to organizational success (Arya, 2020). Incorporating the values of quality management and governance in health care organizations ensures that there are sufficient process control and systems, such as appropriate stakeholder involvement and consultation, in place (Arya, 2020).

Corporate governance (i.e., stakeholder trust and high performance) and quality management (i.e., customer satisfaction and ongoing improvement) are complementary. Both of them aim to enhance the setting and control of standards to develop or maintain certain standards (Arya, 2020). Recently, the focus of governance has been on quality, so there has been a strong link between governance and quality improvement systems. Governance and decision making should be informed about the implications of data on quality, effectiveness, results, and efficiency. Most health care systems in organizations are inadequate to check into the misconduct of governance protocols (Arya, 2020).

It is important for organizations to be equipped with tools, methods, compliance practices, and policies to comprehend the effect of regulations and make the necessary adjustments. Quality management uses different tools (i.e., audits, surveys, and inspections) to convey continuous assurances of high levels of compliance. In case any underperformance is recognized, immediate action is taken, and investigations are opened in addition to responses. Quality management could be helpful in providing immediate follow-up actions and fast recoveries when conflicts occur.

The role of governance is to incorporate different structures, processes, and relationships into the development, implementation, and evaluation of policies that can enhance the performance of health care organizations (Kroning & Hopkins, 2019). Boards of governance usually lead health care organizations. These boards may be voluntary, paid, appointed, elected, or mixed structures. These boards are responsible for decision making, strategic planning, and leading executive or management teams. Regardless of the type and structure of governance, successful governance aims to sustain public trust through efficient and responsible performance (Kroning & Hopkins, 2019). One of the important aspects of effective governance is stability and consistency in the ways that analysis, strategic decision making, and implementation are handled. This advanced and mature performance ensures structure and support for the organizations as well as the governance process (Kroning & Hopkins, 2019).

Kroning and Hopkins (2019) urged shared governance in health care organizations to make vital decisions that may affect employees and patients. Health leaders face daily challenges that are managed more efficaciously through shared

governance. This sharing will strengthen the culture of engagement and empowerment among different parties in hospitals. Shared governance helps employees to feel more valued and has a positive influence on organizational success (Kroning & Hopkins, 2019).

Shared governance gives employees the opportunity to have a role in the decision-making process, but not all employees will take advantage of that opportunity. The goal is to include employees in ongoing communication to ensure that they feel valued. Shared governance aims to increase the positive elements of the association between leadership members and staff that will result in the development of expertise that ensures best practices. In shared governance, stakeholders from various organizational levels are involved as a team to improve performance (Kroning & Hopkins, 2019).

Shared governance can develop employee engagement, employee and customer satisfaction, organizational performance, and financial viability. Health care institutions function more effectively using a shared governance model (Kroning & Hopkins, 2019). Incorporating shared governance allows employees to feel that their contribution is important and that they can make a positive contribution to the organizations because they are being heard and respected (Kroning & Hopkins, 2019). However, introducing shared governance into organizations is not always easy: Some organizations cannot balance employee and leadership accountability with employee participation in the decision-making process (Kroning & Hopkins, 2019).

Funding Problem in NPOs

NPOs rely on different funding sources to sustain their organizational requirements. Relying on a single revenue source is a disadvantage that limits the ability of NPOs to distribute funding (Shon et al., 2019). For example, if there is just one donor, the sustainability of an NPO is directly jeopardized if the donor is lost.

Shon et al. (2019) discussed a very important matter regarding fundraising in NPOs, which is that developing plans cannot be limited to short periods of time. Fundraising plans anticipate whether the organizations will remain stable, practical, and sustainable into the future (Shon et al., 2019). Fundraising comprises some necessary actions that include making substantial preparations for the main plan, budgeting, and monitoring the fundraising process.

Another essential action in the fundraising process is administration. The team is responsible for keeping records of each project, forming a donor database, governing board meetings, and managing reports. Another significant part of fundraising requires communicating with donors in order to represent the organization and develop public relations with them (Shon et al., 2019). Fundraising is a long process that is initiated with effective planning and finalized with elaborate evaluation of the efficiency of the methods used in order to measure the success and learn for future projects (Shon et al., 2019).

Return on investment is a significant ratio that fundraising teams take into consideration; it is the ratio between the revenue generated from a specific fundraising method and the cost of the efforts invested in it. For example, contacting a small group of

people by direct email may be effective, but it also generates low revenue. On the other hand, investing a considerable amount of money in one event may result in much higher revenue (Shon et al., 2019). Revenue growth has been associated with more fundraising efforts, thus justifying the increased expenses in fundraising (Cheng & Yang, 2019).

Contributors of NPOs are usually government agencies, philanthropic institutions, and individual donors (Devalkar et al., 2017). When governments cut their donations, the best resources then become private donations. Thus, the real effort starts when fundraising teams need to invest in projects and strategies to gain the trust of private donors. A survey conducted by the United Way America, a main charity in the United States, found that some donors were unsure about donating to an NPO because of the lack of sufficient supporting information given to the donors to help them to believe in the cause and trust the NPO. It is essential that NPOs invest effort to build trust and decrease uncertainty in an effort to raise donors' contributions (Devalkar et al., 2017).

Sources of Evidence and Data Collection Strategies

The researcher examined different fundraising strategies and conducted an analysis to determine whether these fundraising strategies could be effective for Organization C. Data were collected by interviewing 10 leaders, mainly from the fundraising team, who were the most familiar with the financial challenges facing Organization C. Relevant sources of evidence were the website Organization C, strategic plans, executive reports, and financial records. Some questions considered essential for developing an understanding of the way in which Organization C dealt with essential aspects were suggested by the Baldrige framework (NIST, 2017).

The interview questions were related to the types of financial resources supporting the organization, fundraising methods, and performance evaluation strategies (Shon et al., 2019). The interview questions were compiled based on an assessment of the most updated practices of Organization C (Shon et al., 2019). These questions tackled the basic points that the Baldrige framework focuses on: leadership, strategy, customers, workforce, and operations. These topics were studied in the context of the problem statement, which was the funding crisis that emerged as the result of the economic crisis in Lebanon (NIST, 2017). Another framework was used to understand some of the external factors affecting Organization C. PESTEL analysis is a framework or an instrument used by marketers to screen macroenvironmental external factors, the variables affecting organizations (Issa et al., 2010). After the PESTEL analysis, SWOT (strengths, weaknesses, opportunities, and threats) analysis was completed to analyze the main internal and external factors affecting Organization C (Eldada, 2016).

One of the main sources of data was the responses given by the 10 participants to the open-ended questions asked during the semistructured interviews. The interview protocol has been identified as the best method for obtaining data (Shon et al., 2019). Other sources also were used: archival data, public data, and scholarly research. As per a request from Organization C in the signed agreement, the interview responses were not voice recorded. Instead, the data were written down immediately by the leaders, followed by segmentation into analytical units and encoding of the data (Shon et al., 2019).

Four research questions guided the study:

1. Are there services or business units that receive more donations than others and if so, what are they?
2. What are the sources of financing that Organization C relies on?
3. What fundraising methods are Organization C using, and what successful campaigns have worked in the past?
4. How are fundraising activities evaluated?

The following interview questions targeted the internal and external factors affecting the performance of Organization C:

1. The financial situation in Lebanon is critical, so what are the main parts of Organization C that have been affected, and how have the number of patients treated and the quality of services provided been affected?
2. Organization C is considered the strongest model for a successful cancer organization in the Middle East. Are there certain strategies that Organization C follows to maintain this level of success and recognition?
3. The mission of Organization C is always to provide the best care for children suffering from cancer. If the lack of funding affects the annual budget, which aspects of the organization will be protected, and which will be reduced or eliminated?
4. Organization C is a huge center that manages many challenges on a regular basis. What are some common problems facing Organization C?

5. Donations are the only financial source for Organization C. How is the organization navigating the financial difficulties and acquiring funding, especially with the extensive cash restrictions from banks?
6. What strategies have you used to secure sustainable funding from local organizations, private and public foundations, and individual donations?
7. What are the restrictions for the sources of funding for Organization C?
8. How would you describe the type of management and leadership in Organization C?
9. How would you evaluate the effectiveness of the strategies that have been used?

The researcher analyzed the data to find areas of weakness and strengths in Organization C in relation to the practice problem. In personal communication with a leader in the organization, restrictions about the types of funding adopted by Organization C were mentioned. Thus, the analysis included classification of the types of accepted strategies according to policies, types of funding that have been affected, leadership style and interactions, and small gaps that could be addressed to improve fundraising. The main practice problem was related to an external societal problem, so it was important to analyze the internal strategy in Organization C in relation to the external factors affecting organizational performance.

Importance of Data Collection

The fundraising team's approach to planning and implementation concurred with the organizational structure and management (Shon et al., 2019). Shon et al. (2019) noted

that fundraising activities are mainly controlled by top managers and are then handed over to specialized fundraising teams. Data collection allowed the researcher to obtain knowledge of Organization C's fundraising strategies to not only understand these strategies and analyze their effectiveness but also recommend new strategies that Organization C has not yet adopted.

Leadership Strategy and Assessment

As mentioned previously, Organization C is in partnership with OrganizationsA and B, with Organization C managing the development of strategies responsible for fundraising. Organization C also is surrounded by other partners and teams that are sustaining the NPO as one of the best health organizations in the Middle East. Each partner in the triad set certain ground rules that were agreed upon by all three partners and that Organization C had to follow to govern the health care organization. One common rule that Organization C had to follow was that discrimination is not allowed, meaning that all patients are accepted and admitted, regardless of race, sex, ethnicity, religion, nationality, or economic status. In Lebanon, cities are distributed according to religion or sect. Because Lebanon has experienced years of civil war, this rule was considered a bold move to challenge sectarian and divisive beliefs that affect the system and the people.

Two main regulations govern the admission of patients to Organization C. In case no spaces are available, Organization C is alerted that it cannot accept additional admissions because it would not be able to provide proper treatment. In addition, if patients had previously started to receive treatment at other hospitals, Organization C

might decide not to accept their admission because new treatments could contradict previous ones and result in some complications.

Strategy Implementation and Strategic Challenges

The implementation process is one of the most critical steps that follows planning. It is a difficult yet fundamental step in any business idea or strategy (Pereira et al., 2019). Tannous (2018) emphasized that donations are based on registering pledges and partnerships in order to offer the services planned in Organization C, which implies that this is the focus of planning and implementation. Call for Life is a nationwide campaign that spreads awareness and calls for support and donations from the surrounding community in order to allow Organization C to maintain and continue its mission of saving children's lives.

Many tactics are followed throughout the process. The strategy begins with a review of exit reports of earlier campaigns to learn from previous mistakes and remarks. A continuous study of the best means of obtaining donations is performed to remain up to date. In addition, maintaining a strong media campaign is important to remind people of Organization C's mission. Including positive content in promotions and reports helps to associate optimism with Organization C. Small details such as sending letters to big donors before launching fundraising campaigns helps to ensure the continuity of their contributions. The donation strategy is not overly complicated. Everyone can feel comfortable with the process and take personal initiatives. Special episodes on donation day, specifically in the peak hours of viewership, are aired to keep the community interested and engaged.

In Organization C, different teams assume responsibility for every step of fundraising campaigns. For example, the idea of "Get Involved" that is highlighted on the homepage of Organization C was planned and created by a team but launched and implemented by another team. Collaboration among the teams is necessary for the proper implementation of ideas. Get Involved was a creative idea designed to allow individuals in the local or international communities to share their ideas for possible fundraising initiatives. Organization C developed this tab in their website as an initial step and managed to follow up with all of the ideas that were submitted. One employee is responsible for analyzing these ideas, developing them, and presenting them to the fundraising team for possible adoption.

Another example is "Outreach," which the fundraising team developed as a strategy of making regular visits to "hunt for donors." This initiative includes visits to discover new places, companies, individuals, or restaurants that could be involved in fundraising projects. This allows the continual growth of the donors' list in Organization C. According to Shon et al. (2019), NPOs should have multiple funding sources before crises arise in order to ensure their survival. A detailed plan was designed and included providing employees with a timetable of scheduled visits to companies or other targets (Organization C, 2020). Evaluation is another essential step that should follow implementation in order to learn from any mistakes or gaps during the process (Tannous, 2018).

Sarmad and Choudhary (2019) discussed the challenges that may arise during the implementation process. Khalajinia and Gaeeni (2018) divided implementation

challenges into three categories: social, economic, and political. Organization C is facing economic challenges because these strategies require investment in a separate budget to achieve better results, especially that now Organization C is facing serious financial issues.

Workforce and Operations

Workforce Profile

Organization C employs a child life specialist, a social worker, professional certified teachers, general management, a fundraising team, PR and external affairs teams, a marketing communication team, a patient relations team, an accounting team, HR, and an operations team. It should be noted that these employees are chosen based on extensive requirements.

Child Life Specialist

The child life specialist is a professional in child development and developmentally appropriate interventions that can support and educate children and their families through the therapeutic journey. Child life professionals advocate for the needs of children and their parents. One of their main tasks is to provide children with normal play and recreational activities that ensure their development and satisfaction. The role of child life professionals in supporting the role of family members as partners in the health care process is important in following the philosophy of patient and family-centered care.

Staff Members

Organization C staff members assist outpatients as well as hospitalized patients. The staff comprise child life specialists who are skilled and certified in working with

children and adolescents in the medical environment. A social worker partners with families to assess their needs and refer them to governmental and nongovernmental social organizations according to their needs.

Education professionals are responsible for managing and following up with the educational year of the young patients in order to ensure that the children will be ready to continue their studies after diagnosis. As part of the educational services, certified teachers offer patients different aspects of education according to the children's needs. This service is special because teachers coordinate with individual children specifically to ensure that these young patients are meeting their class requirements.

One of the special services that Organization C embraces is offered by volunteers trained by child life staff; these volunteers oversee work-play spaces and help parents to rest while they, the volunteers, spend time with the patients. The services provided by volunteers include playing board games, reading books aloud, or caring for babies. Their mission is to treat these patients as children who are not sick. The volunteers' work is organized and managed by a volunteer program.

General Management

General management considers all of the processes that all of the teams are focusing on and follows up on all processes and problems. The fundraising team is the major team in Organization C. Fundraising team members are responsible for being creative, persistent, and current. The PR and external affairs teams are concerned with all types of communications that range from marketing to building relations with necessary

funders or connections to funders. PR is important for developing new connections to widen the scope of funders and to maintain positive relations with existing funders.

The marketing communication team is concerned with marketing the creative ideas suggested by the fundraising team. The marketing of Organization C's mission ensures that it is visible to the widest audience possible. The patient relations team is responsible for managing internal relations with clients, mainly the parents of the children in treatment. They try to provide optimal services and a good environment for children being treated for cancer. The accounting team follows up with financial transactions and monitors the organization's economic status. HR hires staff for Organization C and manages any issues with current employees. The operations team follows up with all internal operations in Organization C, such as employment, inner organizations, internal services, and so on.

Workforce Environment

The values of Organization C are empowerment, excellence, humanity, integrity, ownership, respect, and teamwork. These values are enforced positively within the different teams that comprise Organization C. The teams coordinate with each other to carry out the organization's mission efficiently. The head management team is supportive and considers any ideas suggested by the teams. Organization C provides its staff with educational training at Organization A in the United States to enhance their performance and skills. This enhancement also leads to improvements in the workplace.

Work Process Development Strategies

Organization C designed its performance through a marketing team and communications team that includes a manager, an executive, a lead designer, a coordinator, a graphic designer, a quality assurance specialist, and a senior designer. The fundraising team has a manager, a supervisor, an acting supervisor, executives, coordinators, and an officer. These teams interact with each other to perform their duties. The many interrelated tasks between and among different teams are managed properly by either general management or through coordination with team managers.

Management of Operations

As mentioned earlier, Organization C is in partnership with Organization A and Organization B. Each partner is responsible for tasks are interrelated but managed and controlled by specific departments. Their effective management is reflected in the long positive partnership that these three partners have developed and maintained. Proper coordination is reflected through the annual achievements and the continuous upgrading and advancement of the health care organization.

Surveys available on Organization C's homepage collect feedback regarding the experience of clients, patients, and any other individuals who have interacted with Organization C's staff. The organization's homepage and the programs are updated on an ongoing basis to reflect the level of effort applied to achieve the organization's mission. In Lebanon, Organization C has reached a huge number of companies, all major TV channels, and corporations.

Clients/Population Served

Organization C's clients are children from birth to age 18 years who are suffering from different types of cancer. They come from different areas of Lebanon and the Middle East, and all of them are treated equally and gracefully. Patients' parents also are treated as clients, and their comfort and satisfaction are taken into consideration at Organization C.

Analytical Strategy

In this study, the main problem was the impact of the economic crisis in Lebanon on the functioning of Organization C. This crisis has affected the fundraising that Organization C mainly depends on to maintain its progress and achieve its mission. Many large and complex activities are performed by health care organizations that depend on fundraising. Thus, the researcher conducted a qualitative study to examine practical applications of potential fundraising options. The research questions were compiled based on the assessment of current practices and available literature.

Role of the Researcher

Qualitative researchers have a distinctive role in the research process due to the nature of their studies. For this study, the terms *researcher* or *scholar-consultant* were used to explain the role of the author. Walden University's Behavioral Health Leadership Program emphasizes organizational consulting skills for the behavioral health field. In this capstone project, there was a consulting perspective to distinguish a practice problem in an organization through interviews and secondary data, and present the results and

proposed recommendations to organizational leaders to enhance organizational performance (see Block, 2011; D. R. Brown, 2011).

Scholar-consultants are considered qualitative researchers who must understand and design the effect of their own presence on the research, known as reflexivity (Ravitch & Carl, 2016). In addition, qualitative scholar-consultant researchers may impact their qualitative studies through positionality and social location, along with their relationship to the studies through power, authority, gender, position, and bias, all of which are essential to provide transparency and enhance the validity and trustworthiness of the research (Ravitch & Carl, 2016). Researchers are responsible for following qualitative research best practices by choosing the most appropriate frameworks, developing their findings, and offering recommendations. It also is crucial for the researchers to behave ethically in the conduct of their studies.

Validity and Trustworthiness

Validity in qualitative studies is maintained by using multiple data sources for data and ethical management procedures. Another term to describe validity in qualitative research is trustworthiness (Ravitch & Carl, 2016). The use of multiple data sources supported the validity method of triangulation, which added credibility to this qualitative study (see Ravitch & Carl, 2016). Because of disastrous circumstances, the primary data were written directly by the interviewees, and their responses were immediately approved by the interviewees.

Reliability

Reliability is the ability to use the same research methods in similar studies. Qualitative research is specific to the circumstances, location, and population of the organization being investigated. In this qualitative study, reliability was considered through the dependability of the results upon inspecting the methods and procedures for trustworthiness. Dependability was increased through the use of interview questions and triangulation.

Researcher Bias

Potential researcher biases should be presented to protect the transparency of the studies, ensure the delivery of ethical research, and acknowledge the researchers' social location and positionality (Ravitch & Carl, 2016). The researcher of the current study was a volunteer in Organization C 9 years ago, but there has been no recent direct or indirect connection or relation between the researcher and Organization C; thus, the likelihood of researcher bias was minimal. Self-reflection is essential to limit possible researcher bias that may impact any studies (Ravitch & Carl, 2016). The researcher consistently questioned the alternatives that could have been considered in different aspects of the study and the different objective point of views of different situations. These self-reflections allowed the researcher to notice any hidden biases.

Summary and Transition

This section addressed the sources of research literature and ways to research this topic. It also explained the different criteria in the Baldrige framework (NIST, 2017): strategy, leadership, workforce, operation, and analysis. It should be noted that not all

data were available or accessible because there were certain restrictions from Organization C on some of the data mentioned in the signed agreement. This section provided a detailed overview of Organization's C mission, vision, values, leadership, strategy, and clients; these are the main assessment factors of the Baldrige excellence framework that support organizational management. Section 3 expands on the analysis of the work environment performance, key services and management, and knowledge management.

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

In Section 2, important components of the Baldrige excellence framework (NIST, 2017) such as the leadership strategy and assessment were discussed. Details about the clients and population served by Organization C were provided. In addition, the evidence, data sources, research questions, and interview questions were introduced. Section 3 focuses on the four factors that comprise the Baldrige framework: workforce, operations, measurement and analysis, and knowledge management. This section addresses the general importance of these factors and their specific importance to Organization C.

Analysis of the Organization

Supportive Workforce Environment

Organization C's general manager was interviewed on TV prior to the current study. The general manager was asked to share thoughts about having served at Organization C for more than 15 years. The general manager joined Organization C when it was still very small and never could have imagined the growth that it has experienced. The general manager and a small team who fully believe in the mission of Organization C were persistent and convinced about what Organization C could achieve. With the additional support of board members, the organization developed exponentially. Remarkably, the general manager has an even bigger vision for Organization C and imagines visiting different branches of Organization C in different countries.

Organization C's workplace is positive and filled with celebrations of different occasions. Staff members celebrate occasions, achievements, events, and awards in

addition to occasional dinners. Even though a children's cancer treatment center may be surrounded with some sorrow, employees have tried to create a positive spirit in all departments. It is remarkable that many of the employees of Organization C have been there for years. In fact, many of them have been there from the first day, a fact that indicates the comfortable workplace environment that Organization C has developed. The organization takes care of its employees and their morale, and it provides them with a comfortable and stable workplace.

High-Performance Work Environment

Organization C provides superior medical services and compassionate care to patients, both of which can be attributed to the highly qualified medical and administrative staff who lead the organization. The core of Organization C comprises the experienced physicians and nurses who have been trained to care for children with cancer. Physicians in the fellowship program undergo a 2-year training program to develop an understanding of oncology diseases and competence in the clinical diagnosis and management of these diseases. These 2 years start at Organization C and some neighboring countries, followed by training in the United States. This condensed training that the physicians receive helps Organization C to maintain its high caliber of performance.

In addition, the nurses at Organization C are considered key elements in providing maximum care to patients who might be facing painful treatment without fear. Care is provided through a multidisciplinary approach that prioritizes such aspects of care as patient comfort, patient satisfaction, patient and family education, and careful discharge

planning. Nurses who are major contributors in this process are provided with great educational trainings in Lebanon and the United States.

All of the nurses are experts in cancer treatment processes, including include the care of hematology/oncology patients throughout the entire disease process; administration of chemotherapy, immunotherapy, and supportive therapies such as total parental nutrition and blood products; education of patients and their parents about the disease process, treatment modalities, and the management of possible side effects; handling and provision of care to vascular access devices; access to subcutaneous ports; and the provision of assistance to physicians when performing procedures under conscious sedation.

The recognition that Organization C has achieved is a direct reflection of the hard work that staff have invested. Organization C is a remarkable institution that has received local and international awards. For example, one award is given to successful leaders who work in innovative, knowledgeable, and systematic manners. Many more awards mentioned on the website of Organization C reflect its high performance since inception. This level of performance increases certainty that the main obstacle facing the organization is an external one that was the focus of the current study. However, this focus did not eliminate the possibility of finding other elements that could be improved or changed internally.

Key Services Design and Management

Organization C is a member of the largest international humanitarian city (IHC) in Dubai. IHC hosts a community of members comprising United Nations organizations,

international NGOs, intergovernmental organizations, and commercial companies. IHC is the largest humanitarian hub in the world and has many diverse members. IHC is highly involved in facilitating immediate and efficient responses to global crises. In addition to IHC's efficiency in providing humanitarian services, it allows aid agencies to partner with organizations such as Organization C to perform beneficial fundraising activities in the UAE.

Organization C also is in partnership with the Childhood Cancer International, a global NPO that is considered the largest patient support organization for childhood cancer. This NPO represents 188 parent organizations, childhood cancer survivor associations, childhood cancer support groups, and cancer societies in approximately 100 countries. Organization C became a member of the Union for International Cancer Control to unite the cancer community and decrease the burden of cancer worldwide. The Union for International Cancer Control has a mission to eliminate the threat of cancer. Another partnership is between Organization C and the United Nations Global Compact Network of Lebanon, the world's largest corporate sustainability initiative that has a mission to lift the poorest nations out of poverty by enhancing business approaches.

Organization C sometimes promotes or participates in community-related or global initiatives. Some of the causes that the organization has supported include gender equality, inclusive and sustainable economic growth, climate change, and sustainable developments through global partnerships. These partnerships and efforts reflect the continuous desire of Organization C to upgrade its performance, services, global impact, and work processes. Organization C is continuously growing and upgrading its services,

and seeks mutually beneficial partnerships. Organization C is devoted to reaching the best possible performance levels and following up with global updates and issues.

Analysis of Effective Management

Specific teams manage the various operations at Organization C. The general management team oversees all of the processes that the teams are working on and follows up with these processes to respond rapidly to problems. Details about management and the interrelations between and among the different teams and departments are not available. During the current study interviews, more details were requested about the internal management of Organization C to analyze its effect on the problem statement.

Knowledge Management

The Baldrige framework is used to evaluate the ways in which organizations adopt knowledge and data management through analysis and measurement techniques (NIST, 2017). Maturity models have been used for the last 50 years in various organizations, including health care organizations, as reference frameworks for information system management. Maturity models were introduced to address different challenges and the high demand for the implementation of hospital information systems (Carvalho et al., 2019). The huge volume of data needs to be processed to improve the efficiency of the clinical and financial states of health care organizations. This process could be done using data analytics to transform data into knowledge to enhance patient outcomes and operational efficiency (Carvalho et al, 2019). In Organization C, regular data analytics are used to process information. The details and identification of the model

require specific permission. Data analytics and the management of the processes of decision making allow the organization to be more productive and profitable.

Information Management Evaluation

Organization C is affiliated with Organization A in the United States and Organization B in Lebanon. Organization A provides funds for Organization C that are dedicated to ongoing research in the laboratory at Organization C. Organization A also delivers medical and educational training, education, consultation, and advice to the teams at Organization C, and Organization A develops treatment protocols based on the needs of patients. Organization C is situated in the Middle East, but it receives tremendous support, advice, consultation, and training from a more developed source in the United States (Organization A).

Organization C is very concerned about the safety of its patients, especially because of the recent spread of the COVID-19 pandemic in Lebanon. Organization C was successful in handling COVID-19 and promptly dealt with the challenge of moving all patients to a separate building as another safety precaution. These quick solutions highlighted the readiness of Organization C to cope with challenging situations; however, the current economic situation in Lebanon could hinder its future success in coping with critical situations.

Summary

This section addressed the workforce, clients, operations, performance, and knowledge management of Organization C. The organization has struggled to maintain high standards in its quality of care and organizational effectiveness during the economic

collapse of Lebanon. Organization C is committed to research and development to enhance its health care services to patients as it focuses on educational and procedural training. Performance measurement at Organization C is evident in patient services, treatment techniques, and equipment. Organization C has developed mechanisms to protect electronic and material data for further analysis. These processes are helpful in understanding the organization's ways of development, which will further clarify Organization C's performance.

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

Previous sections of this study provided foundational knowledge about Organization C, the main problem statement, and the qualitative method used to conduct this case study. The results were reviewed using key components of the Baldrige framework: leadership, vision, workforce, clients, results, strategy, and knowledge management (NIST, 2017). Section 4 presents an analysis of the results and a review of the implications of the results. These findings, along with examples from the research literature, are discussed to develop a clearer understanding of the implications. The strengths and limitations of the study also are reviewed.

Analysis, Results, and Implications

Ten senior leaders of Organization C were interviewed to understand the challenges that the organization is facing. Other sources of data were archival resources, public data, and research literature. NVivo qualitative software was used to analyze some of the data and create themes from the senior leaders' interviews. Secondary data sources also were used. One of the 10 senior leaders had worked for Organization C for 7 years, and the other nine participants had worked for Organization C between 9 and 15 years at the time of the interviews. The participants' identities and positions in Organization C were masked for ethical purposes. Participants were identified randomly as Participant A to Participant J. The identifiers did not correspond to any specific leaders' titles or names.

The interviews were conducted through email, per the request of the senior leaders. After the catastrophe of the Beirut explosion, Organization C was affected for a short period by disruptions in all sources of communication, including email

correspondence. Because of the situation and the request of senior leaders, the only suitable way of gathering data was through email. The interview questions were sent, and in 2 days all 10 participants had submitted their answers.

Participation in this study was voluntary. Following data collection, there was no need to ensure the accuracy and validity of documents because the participants typed their own answers to the interview questions. Nvivo software was used to identify emerging themes, which were then coded manually in accordance with the categories of the Baldrige framework and identified themes.

Findings and themes from the data and outcomes are discussed through the Baldrige excellence framework classifications, PESTEL and SWOT analysis. These findings are related either to the experiences of the senior leaders or different areas in the organization. Themes were viewed as principal topics, which were considered by more than half of the interviewed senior leaders, in addition to secondary data sources (Ravitch & Carl, 2016). Findings and themes assisted in identifying recommendations for the senior leaders at Organization C that are discussed in Section 5.

Mission and Vision Results

The senior leader participants were asked to conceptualize the main mission and vision of Organization C. All of them asserted that fundraising was central to Organization C's mission and vision. Another common conception was that Organization C's mission is to support all children with cancer and their families by securing funds to (a) have access to the latest treatment protocols, regardless of the parents' ability to pay; (b) offer excellent psychosocial services to help fight the disease; and (c) provide

education to develop better understanding and raise awareness. The senior leaders paraphrased Organization C's vision as the ability to provide access to free treatment and care to all children with cancer in Lebanon and the region without discrimination.

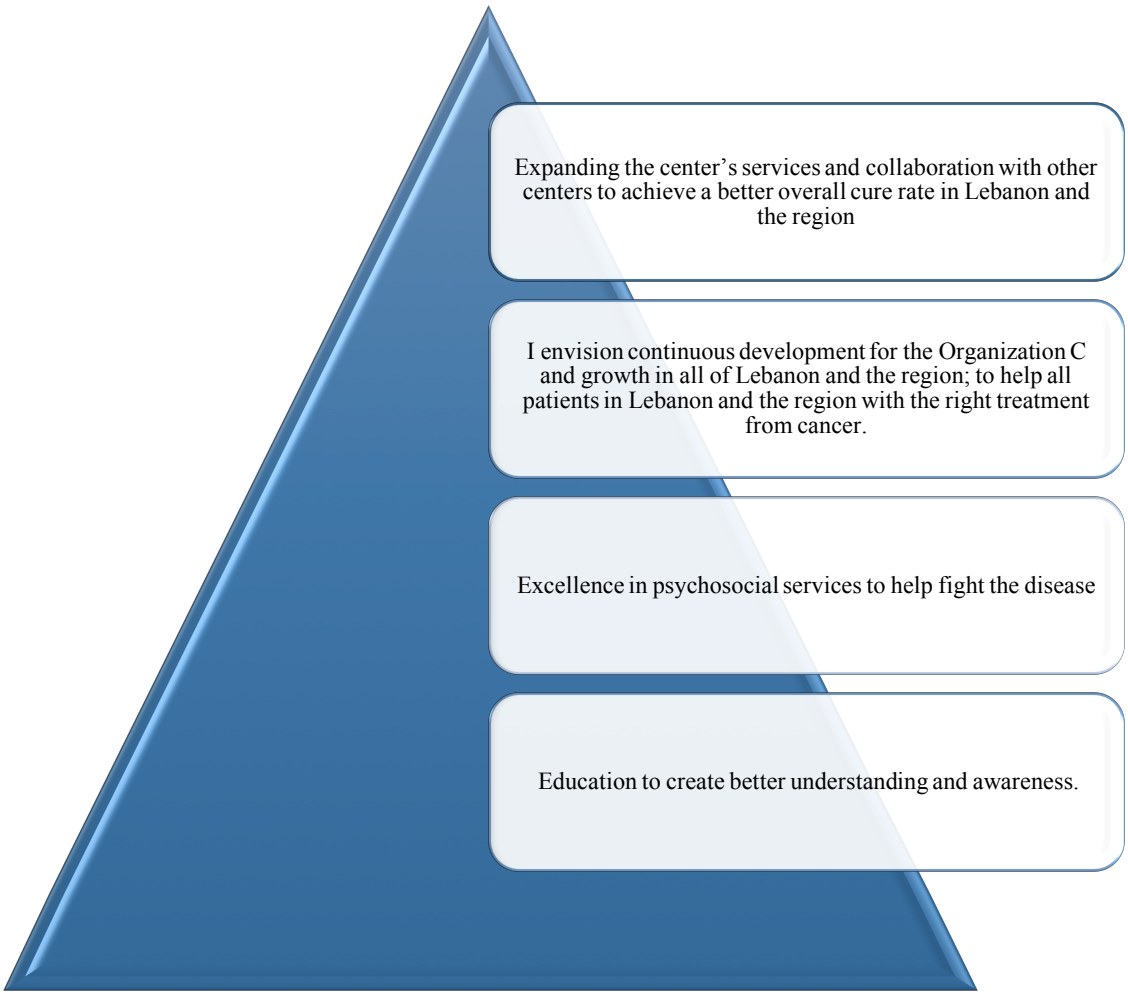
MacLeod (2016) discussed the importance of having a clear vision, a focused mission, and a set of directing values. Leaders should be able to speak about these factors subjectively to adhere to a sense of belonging to the health care system. Mostly, these descriptions coincide with the same concepts and understandings; the difference could be whether the mission and the vision are directed toward the community or the organization (MacLeod, 2016). Figures 1 and 2 illustrate the different ways that senior leaders articulated the mission, vision, and values of Organization C.

Figure 1

Mission Statements Expressed by the 10 Senior Leaders

Figure 2

Main Perceptions of the Vision Expressed by Senior Leaders



To summarize the senior leaders' conceptualizations of the mission and vision, Organization C's priority is to obtain enough financial sustenance to support children with cancer by providing the most updated and advanced treatments. All 10 senior leaders recognized and discussed the mission and vision; they mostly shared the same conception, albeit with different words. According to MacLeod (2016), organizational leaders' clear identification and understanding of the missions, visions, and values are a

reflection of their sense of belonging to the organizations that they serve. According to Moghal (2012), an analysis of the mission, vision, and value statement of one area, filtered through a word cloud application that gives words visual weight in proportion to their ideas, reveals the most dominant words: patients, efficiency, services, treatment, staff, health, and best. These terms are involved in the mission, vision, and values of Organization C, and they reflect the meaning necessary to serve as a source of reinforcement to all who serve in Organization C.

Leadership and Governance Results

For Organization C to effect positive organizational change, the senior leaders discussed the steps that management and HR had established:

1. Organization C reemphasizes the center's mission and vision, and makes sure that employees work toward achieving them.
2. Organization C's values are the essential factors to keep in mind and follow whenever an organizational change happens to maintain the high standard of professionalism and productivity.
3. Organization C's management and HR remind employees how much impact they have on the organization's mission.
4. Organization C's management and HR make sure to remind employees how their tasks and responsibilities contribute directly and indirectly to the center's success.

5. To ensure that the performance of the team is still effective during the organizational change, employees fill a data analysis sheet twice a year to monitor their performance and measure outcomes.
6. An evaluation session takes place at the end of each year to discuss the employees' performance according to their objectives.

Theme 1: Employment Treatment

A major theme found throughout the interviews and archival data was employment treatment. Senior leaders in Organization C divided their employment treatment into two parts: (a) supporting the employees to reach professionalism and (b) including employees in the decision-making process. Seniors leaders also noted the continuous knowledge development and training that Organization C offered to employees to achieve a high standard of professionalism and a high rate of productivity and job satisfaction. In addition, the senior leaders mentioned that Organization C's management treats employees democratically and gives all employees the opportunity to offer feedback, make suggestions, and raise concerns. Organization C's management is involved in making corporate decisions and finding optimal solutions. In addition, the managers at Organization C are always asked to provide feedback regarding major plans and decisions.

Theme 2: Sustaining Funding

Another major theme found throughout the interviews and archival data was ways to sustain funding. The 10 senior leaders mentioned that in an effort to sustain funding for Organization C, senior leaders, in coordination with management and employees, must

continuously develop programs so that more people will be willing to make donations. In addition, the senior leaders always tried to motivate their employees and ensure that they were satisfied in their jobs and committed to the organization. The senior leaders reemphasized Organization C's values to have a productive and homogeneous staff. The senior leaders were asked to identify internal and external challenges facing Organization C (see Tables 2 & 3). Their responses about internal and external challenges were similar, reflecting the seriousness and necessity of the current study to the practice problem.

Table 2

Identified External Challenges

External challenges	Senior leaders identifying challenge
Difficult economic situation in Lebanon.	100%
COVID-19	100%
Beirut Big explosion	100%
Building public awareness to secure early detection of the disease, giving the children a larger chance to beat cancer.	18%

Note. $N = 10$. Information gathered from interviews with 10 senior leaders. Data were coded with NVivo qualitative software.

Table 3

Identified Internal Challenges

Internal challenges	Senior leaders identifying challenge
Uncertainty, stagnancy, and suspension of several fundraising projects & campaigns.	100%

Note. $N = 10$. Information gathered from interviews with 10 senior leaders. Data were coded with NVivo qualitative software.

Theme 3: Organizational Change

Organizational change was a major theme found throughout the interviews and archival data. Senior leaders summarized the main steps that Organization C introduced to embrace organizational change: enforcing the main mission, vision, and values; reflecting on the value of employees on Organization C; regularly conducting data

analysis and evaluating teamwork; and making specific evaluations of all employees. The senior leaders also summarized the main aspects of employment treatment: continuous knowledge development, experience upgrading, and involvement in all of Organization C's decision-making processes. The senior leaders also noted the importance of teamwork in decision making, especially regarding topics related to fundraising.

Theme 4: New Challenges

Findings from the 10 interviewees also indicated three main external challenges that could have been the essence of the study's problem statement: Lebanon's severe economic crisis, the COVID-19 pandemic situation, and the massive explosion that initiated new barriers and difficulties for Organization C. The senior leaders concluded that the main internal challenge was the uncertainty of maintaining donation projects that was the result of the main external challenges of Organization C that jeopardized the existence of Organization C and the continuity of its health care services.

Client Results

The interviews did not lead to an abundance of information concerning clients mainly because the 10 senior leaders were not directly involved in client engagement. The interview responses contained information about the basic interface between leaders and clients by elaborating on the relationship between senior leaders and clients and the ways in which leaders followed up with clients' satisfaction. Organization C's clients were classified by the leaders as either donors or patients, including their families and the community. Organization C's senior leaders shared the different techniques that were implemented to gather data to measure clients' satisfaction.

Table 4 shows the different techniques that Organization C used to gather data from clients. Organization C used the following techniques with donors:

1. Donors' satisfaction survey sent to all donors two to three times per year.
2. Direct feedback from walk-in donors gathered on the spot.
3. Feedback from supporters and donors through social media channels as comments, direct messages, or polls.

For patients and patients' families, the following methods were used:

1. Feedback from patients and parents gathered through surveys and direct meetings on a regular basis.
2. Open-door policy and constant reminders for parents to raise any concerns that they had.
3. Market research conducted on an annual basis to gather feedback from the public.

Table 4

How Organization C Obtained Satisfaction Data From Donors and Patients

Donors	Patients
Satisfaction survey	Surveys
Immediate feedback	Direct meetings
Social media channels feedback	Public feedback

The cultural diversity of the modern workplace is highly effective in terms of productivity, service quality, employee well-being, and satisfaction of workers and clients (Di Stefano et al., 2019). Client satisfaction with health care services is usually researched in terms of sociodemographic and predisposition client characteristics. Employees should prioritize client satisfaction, which can be a major turning point in the

performance of health care organizations (Topaz et al., 2016). Client satisfaction with health care services directly affects health-related behaviors, and clients who are satisfied with the performance of health care organizations and have more confidence in the organizations are more likely to continue using the same health care services. The highest effect on the performance of health care organizations is client satisfaction (Topaz et al., 2016).

Researchers have found links between organizational variables and client satisfaction in different industries, not only in health care organizations. O'Hagan and Persaud (2008) identified several approaches that may help to improve customer services, reduce the likelihood of malpractice lawsuits, and improve revenue levels: (a) better patient care, (b) satisfied staff, and (c) a reduction in preventable medical errors. One mistake that may occur in health care organizations is the depreciation of nonmedical (i.e., physical and visual) aspects, although patients value these aspects of services. Concentrating on improving or expanding these aspects could enhance client satisfaction (Topaz et al., 2016).

A revolutionary approach to developing customer services began in the last decade with health care organizations moving from simply satisfying clients by providing the right services to making these customers loyal lifetime clients and advocates of the organizations (Schmidt & Pohler, 2018). Health care organizations are now motivated to improve the quality of services to retain clients and obtain new referrals from current clients. Bad first impressions spread quickly, and they can have a negative impact on community perceptions of organizations. Satisfied customers will tell an average of five

people about their experience, but unsatisfied customers will tell at least 20 people about a negative experience (O'Hagan & Persaud, 2008).

Patients who are less stressed and trust their health care providers have fewer complications and medical errors than those who complain about their caregivers. Accordingly, better customer services may result in fewer medical errors and fewer lawsuits (Achour et al., 2018). Inappropriate or incorrect organizational service quality plans and standards happen because of a lack of knowledge of clients' needs, which then affects client service. Plans and standards can improve when organizations assign teams to assess clients' values, feedback, and satisfaction, as well as monitor client service (Schmidt & Pohler, 2018).

Reliability, responsiveness, and empathetic staff are factors that may develop or even improve client services to achieve high-performance work (Schmidt & Pohler, 2018). There are specific recommendations to transform average client services into elite-level customer service. This transformation must be preceded by the development of action plans either to provide or improve client services:

1. Ensure the high importance of client services and reflect that importance in the mission, vision, values, principles, and strategic plans.
2. Provide training and workshops mainly for frontline employees that focus on ways to develop client services.
3. Hire employees who are people oriented and reflect the organizations' service attitudes and values.

4. Link employees' contribution to the organizations' strategic plans. Ensure employee satisfaction because it has a direct influence on client satisfaction.
5. Trace and provide adequate responses to feedback and complaints to ensure improvement.

Workforce Results

Senior leaders revealed that Organization C gathers data about the efficiency of workforce engagement. The most recent data gathered by Organization C showed that the workforce has (a) low absenteeism rates, (b) high satisfaction rates, and (c) a very motivated workplace team. Figure 3 contains the senior leaders' basic terms describing the workforce environment: very friendly, welcoming, family like environment, committed, respectful, humanitarian, serious, genuine, flexible, supportive and fun.

Figure 3

Senior Leaders' Descriptive Words of Workforce Engagement

The senior leaders at Organization C manifested professional and genuine personal care of their workforce. They also performed satisfactory data surveys often to gauge the efficiency of employees. The leaders shared the latest results of one survey: Employees had minimal absenteeism rates and high satisfaction rates, both of which were indicative of the dedication and contentment of the workforce at Organization C.

Financial and Marketplace Performance Results

The senior leaders identified that since 2002, Organization C has achieved its mission in serving children with cancer in Lebanon and the whole region, with more than 1,740 patients being treated and more than 5,000 medical consultations being offered. Today, Organization C supports almost 40% of children with cancer in Lebanon and has

developed solid networks with key stakeholders in national cancer control. As Lebanon continues to face a very difficult financial situation that has been exacerbated by the COVID-19 outbreak, the sustainability of Organization C's mission and its service to the most vulnerable children and families of the country are in jeopardy.

The internal challenges that the fundraising team of Organization C are facing include uncertainty, stagnancy, and the suspension of several fundraising projects and campaigns. The worsening of the situations has encouraged Organization C's fundraising team to work quickly to revamp the 2020 plan and shift more to e-campaigns by either adapting old ones or creating new ones. This quick shift also has required the involvement and prompt work of several members from other departments. Coordination and teamwork played a major role in reducing the big effects of such a challenge.

The external challenges that Organization C's fundraising team are facing are the financial crisis in Lebanon, the Outcome of COVID-19 on the economic situation, the economic deterioration locally and overseas that is leading to less financial capacity of donors, the shifting of people's priorities, job losses, and the current pause in outreach programs. In addition, NGOs dealing directly with the support of COVID-19-afflicted cases are being highlighted, there is the issue of banks and its ramifications on people and their deposits, and the Lebanese lira inflation is a daily concern. Philanthropy also is going back to former times of helping family members, friends, or neighbors before considering NGOs. The trend of restricted funds is another challenge because many international grant givers are setting conditions that involve providing aid to refugees.

Strategic Results

Organization C has prepared budgets and made financial forecasts in order to make the most appropriate decisions on the future of the center. Organization C analyzes market and credit risks, analyzes cash flow modeling, and responds to regulatory requirements and changing in market conditions of currencies and liquidity conditions. Organization C has adopted several strategies to obtain funds. Some of these strategies have been successful, and others have not (see Table 5).

Table 5

Successful and Unsuccessful Strategies Adopted by Organization C

Successful strategies	Unsuccessful strategies
Maintain relations with donors throughout the year	Relying on influencers to raise funds
Innovation & diversification	
E-fundraising/new trends	

To survive internal and external challenges, especially financial challenges, the 10 senior leaders shared details about two decisions focusing on the workforce: decreasing department budgets each by 30% and reducing some workplace benefits to staff. Organization C measured the effectiveness of new fundraising strategies by preparing an exit report, a key step upon completion of any project by Organization C. The main objective of this report is to study thoroughly the input and outcome of any project, along with a SWOT analysis (Harmon, 2020).

Organization C is an ISO 9001:2015 certified organization. As per ISO requirements, planning is an essential part of its operations. Every November, Organization C sets the plan for next year, with constant analysis, monitoring, and evaluation to act accordingly in case changes or amendments are needed. This is how

Organization C addresses the continuous challenges that it is facing, financial and otherwise, to reach the objectives for the year in order to achieve its mission. As per ISO requirements, Organization C follows a risks-based thinking approach, which allows it to be proactive in facing problems.

Organization C has some restrictions on its fundraising strategies and sources of funding. It must be careful where and how its name is used. Despite welcoming third parties who would like to contribute by preparing initiatives that could raise money, center; Organization C has a preassessment and approval process that considers credibility, transparency, intentions, and professionalism, all the while ensuring that the guidelines are respected and do not pose a threat to Organization C's reputation.

Management accounting has gained traction in health care organizations as an essential tool to achieve efficiency and contain costs. Public health care organizations have welcomed management accounting and its modern initiatives that seek to reshape the public sector (Macinati &Anessi-Pessina, 2014). Indeed, accounting innovations have commonly been assumed to exist among accounting information, improved decision making, and accountability to improve organizational performance. Hospitals that follow low-strategy budgets need more functional and sophisticated management accounting, whereas those following a differentiation strategy are expected to orient their resources more toward clinical care (Macinati & Anessi-Pessina, 2014).

The 10 senior leaders who were interviewed mentioned some successful strategies that the organization has used to obtain funds, which is considered the main mission of Organization C. These revealed strategies included regular donors through

different procedures, in addition to innovation and diversification of ideas targeting different types of donors. E-fundraising is a newly included strategy. For example, Participant E said, “Recently, E-fundraising and new trends are considered successful strategies used recently. There are no unsuccessful strategies but there are strategies that makes better performance and accordingly we choose to continue with a certain strategy or develop it.”

PESTEL Analysis

PESTEL is an acronym in which each letter represents a factor that has an external effect on the organization:

- **P:** The political factor analyzes the government regulations and legal issues that the organization encounters. Organizations must consider the laws and the rules of their own countries because they affect organizational performance and decisions.
- **E:** The economic factor is related to financial matters related to the organization.
- **S:** The social factor includes cultural aspects, health, population growth rate, employment rate safety, lifestyle, religion, and age.
- **T:** The technological factors study the availability of the technological resources that serve this organization.
- **E:** The environmental factor also is taken under great sensitivity because companies now are expected to take responsibility in protecting the environment.

- **L:** The legal factor considers the storage of sensitive data for customers and employees, with considerations being given to ethical and privacy issues.

These factors are considered to integrate sustainability principles in the organizations' business strategies and to support business decisions.

The PESTEL framework aims to understand ways that affect organizational operations. This enables marketers to seize the opportunities and diminish threats (Issa et al., 2010). PESTEL analyzes the external business environment to understand how organizations operate, thus enabling them to take advantage of opportunities and minimize threats faced by organizations' business activities to facilitate development of a SWOT analysis (Issa et al., 2010). This framework mainly served to identify the external factors that directly affected Organization C.

Table 6 illustrates the PESTEL, the external factors affecting Organization C that will help to develop a SWOT analysis. Eldada (2016) asserted that political factors in Lebanon will be affected by protests over the government for many reasons. The political factor has been like a malignant tumor affecting all other factors. For instance, in 2015, as rubbish piled up on streets across the country, demonstrators began to protest. The biggest protests occurred when Lebanese citizens from different sectors took to the streets on October 17, 2019, in unprecedented protests against politicians because of the failure of politicians to support people during the financial crisis that was caused directly by the government's mismanagement and corruption (Khatib, 2019). The transformative power of Lebanon's revolution has shown that the Lebanese economy has been collapsing, with the government's debt record equivalent to 152% of gross domestic product

("Transformative Power of Lebanon's Revolution," 2019). Clientelism, corruption, the lack of public services, and unemployment are increasing concomitantly with an increase in the cost of living. All of these factors have seen banks allow customers to withdraw only a minimum amount of money to satisfy only their most basic needs. Finally, the 2020 explosion in Beirut revealed that more than 2,700 tons of ammonium nitrate had been stored at the docks, threatening the security and safety of the population. The destruction resulted in yet more dissatisfaction with the government and more protests. Corruption has spread and was nurtured by the religious sectarian divisions. (Wood, 2020).

Table 6

PESTEL of External Factors Affecting Organization C

Political	Economic
-Political instability and dominant slot on most parameters of the country	- Economic collapse - Shortened growth rate - Limited financial capacity - Low economic status - Devaluation of Lebanese lira
Social	Technological
-Sectarianism -Lack of security -Unemployment	-Technological evolution accelerating the obsolescence of equipment
Environmental	Legal
-Mediterranean country full of self- recovery capabilities -Piles of trash on the streets and increase of pollution	-Corruption in governmental places Policies and ethics are not watched by the government

SWOT Analysis

SWOT analysis was used in this research to organize the data into internal strengths and weaknesses, and external opportunities and threats (see Table 7). Harmon (2020) suggested using SWOT analysis to derive new strategies. The analysis was used in this study to analyze the main internal and external factors affecting Organization C.

The strengths of Organization C lie in its reputation in Lebanon and neighboring countries. In addition, the medical and service advancements that are updated regularly are one of the essential points highlighting the success of Organization C and results in well-experienced employees. The main weaknesses of Organization C are economic factors that may be affecting its performance directly. These economic factors have been the result of the government's lack of proper management of resources that has affected the value of the Lebanese lira. These weaknesses have threatened the sustainability of Organization C. New fundraising strategies could be essential to supporting Organization C's sustainability.

Table 7

SWOT Analysis of Organization C

Strengths	Weaknesses
Its reputation in Middle East	Leadership strategies
Current processes: Continuous fundraising ideas	Patient- Leadership relationship
Human resources: Highly trained employees and accessibility to volunteers.	Sufficient funding
	Competitors
Partnership: Organization A and B are two strong partners (local and international)	Scarcity of Resources
	Decreasing the salary of employees
Client satisfaction and loyalty	
Loyalty of employees	
Opportunities	Threats
International financial Support	Beirut Big Explosion
New fundraising strategies	Devaluation of the Lebanese Pound (Lira)
After explosion international support	Paying for employees in Lebanese Lira
	Lack of policies and ethical support

Information and Knowledge Management Results

Information Management

Organization C collects, manages, and distributes information. Data are acquired from a wide range of sources in a variety of formats. Data are stored securely in an

organized and structured way that meets relevant regulations and policies to ensure that they are accessible to authorized employees. Strong information governance is applied.

Knowledge Management

Organization C maintains the effective governance of acquired and generated knowledge relating to technical expertise, insights, experiences, strategies, and tactics. It handles the organization's knowledge efficiently to create value and fulfill strategic objectives. Organization C follows an integrative approach by effectively using the organization's knowledge base in association with individual skills, competencies, experiences, and ideas to achieve its goals.

Implications for Senior Leaders of BHOs

This study obtained the senior leaders' thoughts about a real challenge that is endangering the performance of an essential NPO that serves a basic category of people. The study analyzed the whole performance of Organization C, which can help the senior leaders of behavioral health organization (BHOs) to develop a closer analytical vision of different types of BHOs. This study may help BHO leaders to compare performance, adopt new strategies, and release old strategies. Several recommendations based on the analysis of these results are offered later in the study. These recommendations could be of importance to BHO leaders because the challenges facing Organization C are not exclusive. Any organization can encounter these diverse challenges.

Implications for Social Change

Organization C serves children, a very important segment of any society. Analyzing the 10 senior leaders' interviews and the wide variety of secondary data was

essential to support Organization C and any other NPOs and BHOs. The analysis, complemented by the literature review, may help to develop a better understanding of similar situations and ways to address them. These findings may help the leaders of NPOs to create organizational strategies with the key processes and align efforts to achieve organizational goals. Senior leaders also could use the analysis and recommendations to seek access to more donations and funding sources to build better community assets such as BHOs and NPOs.

Strengths and Limitations of the Study

Strengths

The strength of this qualitative case study included qualitative best practice researched and designed. In this study, triangulation was used with primary and secondary data sources. Secondary data sources included public, internal, and state material. Senior leaders had the opportunity to check their responses to the interview questions to ensure their accuracy. NVivo qualitative software was used to analyze some of the results.

Limitations

Several limitations to this case study hindered the ability of the researcher to generalize the findings (Ravitch & Carl, 2016). First, the case study sample size was small, with only 10 participants, all of whom were senior leaders of Organization C. The qualitative nature of this study highlighted the experience of senior leaders of Organization C only and cannot be generalized across different health care organizations. This study did not signify correlation or causation; instead, the study reflected on the

descriptive experiences of the senior leaders. Another limitation of the study was possible researcher bias because the researcher was a volunteer with Organization C at the time of the study. Triangulation of data and interview guides were used to decrease researcher bias.

Summary and Transition

Results of the analysis of the interview responses given by the 10 senior leaders, along with some results from different secondary sources, were presented in Section 4. The results reflected the leaders' experiences and different perspectives of clients, management, governance, and leadership. The leaders also discussed different internal and external challenges facing Organization C. PESTEL and SWOT analyses were shared and analyzed. Section 5 provides details about recommendations based on the results.

Section 5: Recommendations and Conclusions

Interviews with 10 senior leaders of Organization C were the primary source of information. Archival data were used as secondary sources of information, including the administrative manual, employee handbook, program policies and procedures, and Organization C's website. Results were based on the triangulation of the data collected. The results were discussed and analyzed through the strategies of the Baldrige excellence framework (NIST, 2017), in addition to PESTEL analysis (Issa et al., 2010 and SWOT analysis (Eldada, 2016). The Baldrige excellence framework's key factors were used in this research to direct the discussion of the recommendations for Organization C's key factors of leadership, strategy, clients, workforce, operations, results, and knowledge management. When these factors are in synchrony, organizational change and optimization become more promising. Recommendations for Organization C's senior leaders, BHOs, and future research are offered in this section. The study concludes with reflections on the capstone project and its implications for possible social change.

Behavioral Health Care Operations Recommendations

The senior leaders' responses showed the connection between their roles and the organization's mission, vision, and values, noting that the latest update was 5 years ago. The first recommendation that could serve as an enhancement in Organization C is to formulate a team to update the mission, vision, and values. According to Woods (2018), one of the strategies essential to enhancing organizational performance is to update the mission, vision, and values to reflect changes that the organization is encountering. Woods discussed an approach to renovate the mission, vision, and values that required

holding a general meeting of board members and leaders to brainstorm and deliver new missions, visions, and values that better serve health care organizations.

Another way to reformulate the mission and vision of Organization C is to establish a representative team from each department or committee. These teams could be tasked with performing different analyses, including a SWOT analysis, in accordance with their respective departments' main objectives to develop new mission, vision, and values that could be introduced to leaders and board members for confirmation. Involving employees in decisions gives them an incentive to improved performance and be more dedicated to the organization (Robbins & Davidhizar, 2020).

Leadership and Governance Recommendations

The leadership strategies mentioned by the senior leaders and obtained from the secondary data showed that even though Organization C appreciated the importance of leadership, there was no clear finding of real investment in developing leadership and governance in Organization C. It is recommended that Organization C adopt new leadership strategies to have a positive influence on performance. The development of new leadership styles could aid the performance at Organization C directly or indirectly and could reflect a positive image to donors, the main funding source of any NPO.

Another recommendation is to adopt transformational leadership with a clear and expressive vision. Robbins and Davidhizar (2020) concluded that transformational leaders must have a vision and must be able to convey this vision to followers. If leaders cannot express the vision of the organization, they are ineffective in leading the group. It

is equally necessary to encourage the whole group to have a voice in specifying the intended organizational outcomes.

Visionary leaders and administrators rely on inspiring employees. Leadership practices that include respect for and care of employees, high visibility, and sharing of leadership roles will have a direct and positive effect on employees (Robbins & Davidhizar, 2020). When trying to cultivate an adaptable vision, a traditional direction-setting leadership style works well when an issue is known, but it may not be as successful for solving complex or evolving problems, as is the case with Organization C. Instead, conflicts demand a flexible vision and novel solutions. To cultivate a culture of imagination and innovation, pioneers must thoughtfully manage the pressure between clarity of reason and moving objectives (Maningo-Salinas, 2019).

Improved Communication

Another recommendation for leaders at Organization C is to develop and enhance their communication skills. The fact is that many leaders struggle to foster healthy habits that promote growth, morale, and excellence in communication. The two major problems facing leaders have been identified as communication and relationship-building practices (Robbins & Davidhizar, 2020). This recommendation also could be adopted by leaders in the government sector. Communication is essential in governance that is responsible for huge changes and developments in Organization C, but there has been little in-depth study of communication mechanisms in health care governance (Lange, 2019).

A. Brown (2020) showed that specific logical narratives in reporting, open dialogue, constructive questioning, and challenge by board members, all of which affect

governance, are critical aspects of communication that have been reported to affect participation. Leadership is enhanced through the promotion of a successful delivery system that ensures health excellence and quality assurance. Successful participation in these dialogues and governance systems promotes important governance reflexivity, which then affects the health care organization positively. It is recommended that Organization C's leaders develop a communication strategy that will have a positive effect on the whole organization.

Change the Approach to Decision Making

The third recommendation is for leaders to change their approach to decision making. Rather than the top-down approach, in which the doctor pioneers and administrators are pushing choices down to physicians and staff, the doctor pioneers become servant leaders. There are 10 characteristics of servant leaders: listening skills, compassion, salvaging abilities, awareness, persuasion abilities, conceptualization skills, foresight, stewardship aptitudes, commitment to the development of individuals, and community-building skills. The difference between servant leaders and those who lead first is that servant leaders ensure that other people's highest priority needs are being met (Oostra, 2016). Organization C's senior leaders provided employees with most of their professional needs, such as upgrading their knowledge and performance through trainings inside the country and outside, and listening to their suggestions and complaints. The recommendations could be summarized as developing visionary transformational leaders, developing and advancing the communication skills of leaders and board members, and adopting a servant leader attitude.

Workforce Recommendations

Elliott (2019) highlighted an ironic situation regarding employee satisfaction: Although research has shown that employee satisfaction has a vital role in organizational success, employee satisfaction has not been addressed adequately in most organizations. Demotivation of employees was shown to have a direct influence on business outcomes; as a result, middle managers have struggled to find new ways to motivate staff (Elliott, 2019). Employees' personalities may determine how they present themselves in the workplace. Interpersonal behaviors and the physical workplace environment also may affect employee performance (Elliott, 2019). For instance, supportive workplace environments motivate some employees to improve their performance, whereas other employees are motivated through an award system and praise. When employees are motivated, they have a sense of belonging to the organization and eventually invest more energy and hard work into ensuring organizational success. Lack of motivation can result in employees having performance levels that fall short of expectations and affect overall productivity (Elliott, 2019).

Follow Theories About Motivation

An important recommendation to maintain workforce satisfaction and dedication is to learn about and support theories about motivation in the workplace. This motivation affects employees' psychological health; psychological distress emerges from exhaustion, depersonalization, and minimal acknowledgment of personal accomplishments. In health care organizations, members of the workforce experience increased levels of stress that can result in depression and anxiety. The employees of NPOs provide services that have

many challenges involving resources and strategic planning; as a result, the NPOs encounter high rates of employee turnover.

It is fortunate that a low rate of turnover was seen in Organization C, but maintenance of this performance is recommended, especially in the difficult times that Lebanon is experiencing. Middle managers are responsible for empowering teams of workers to perform effectively, so they have the power to provide psychologically healthy workplace environments that could result in optimal productivity. The strongest motivators are the workplace environment and social factors. The strongest inhibitor is lack of cooperation between and among teams.

Although organizational leaders have acknowledged the need for employee engagement, 60% of the global workforce have reported feeling unsupported and disengaged at work (Elliott, 2019). Demotivation of employees can threaten organizational success, sustainability, and competitiveness. According to the organizational support theory, employers are extensions of the organizations that reflect the organizations' value of employees through daily interactions. These interactions positively affect employees' roles and allow them to work with a sense of appreciation. Engaged employees are 202% more productive than unengaged employees, and managers who employ engaged staff earn 26% more revenue per employee and have a 49% increase in safety in the workplace (Elliott, 2019). Engaging employees in most of the important decisions and establishing a system of awards and recognitions in Organization C is essential to enhance its performance.

Type of Leadership

The type of leadership has a direct effect on the workforce. The characteristics of effective leaders include being supportive, providing clear direction, assigning goals, and showing participative behaviors. These factors can enhance employee performance, improve employees' loyalty to the organizations, improve their work performance, and help them to become more engaged in the workplace (Elliott, 2019). Leaders are responsible for providing a healthy workplace environment that encourages employees to reach business goals. Path-goal theory asserts that leaders also are responsible for orienting and changing their leadership styles according to the situations to achieve optimal productivity. Some researchers have criticized the path-goal theory because it is difficult for organizational leaders to model the four leadership styles simultaneously: supportive, participative, directive, and goal oriented (Rifai et al., 2016).

A recommendation for enforcement of the workforce is to have highly educated and flexible leaders. Rifai et al. (2016) asserted that NPO leaders with higher levels of education are more flexible in their leadership approaches, and they try to meet the needs of the workforce to achieve increased levels of productivity. This recommendation could face some challenges when trying to motivate the workforce because dealing with the personality differences of employees could make it more difficult to use the same techniques to please and motivate everyone (Elliott, 2019).

Involve the Workforce in Decision Making

An important recommendation for enhancing the workforce is to involve them in decision making. If workers do not feel respected or significant, conflict in the teams may

arise. Interpersonal loyalty, empowerment, collegial relationships, and faith in management are all reasons that employees may not leave their employers. Relationships between management and workers include discipline, advancement of innovations, and good contact. Encouraging employees is the ultimate path to improving staff cohesion. Transformational leaders will inspire workers and provide a healthier workplace atmosphere for the entire health care organization.

Retention of Employees

Robbins and Davidhizar (2020) pointed out that traditionally, workers have been seen, but not heard. Workforce polls seek advice on how to improve employee retention. Communicating with employees gives them a sense of comfort and satisfaction and improves their performance. Fulfilled employees become long-term representatives of the organizations; this not only reduces official turnover rates but also boosts the quality of consistent care (Hunt, 2015).

Share Thoughts and Ideas

Ideas and thoughts have no limits. Many employees are reluctant to recommend new ideas or share their thoughts. Staff members who do not usually call for innovation accept that coworkers will not be supportive of them if they do not share their new visions. A few employees may be afraid of inciting outrage among others who are comfortable with the status quo. This workplace environment could be improved by providing an environment of psychological safety that allows individuals to feel free to approach issues in unaccustomed ways (Maningo-Salinas, 2019).

An important recommendation under this topic is to construct a workplace ambiance that models wanted behaviors: being curious, acknowledging vulnerability, and highlighting their uncertainty. Leaders can accomplish this by creating an environment that strikes the right balance between improvisation and operational substances. Upon encouraging multidisciplinary sharing of skills, innovation emerges when different individuals collaborate to produce a portfolio of ideas that can change into new concepts through give-and-take and passionate contradictions. The mutual interest required to form a community may develop from interaction and exchange; however, one of the challenges that may appear in this recommendation is the clashing of thoughts that can create problems between successful and talented employees.

Celebrate Successes and Learn From Failures

Another recommendation is to celebrate successes and learn from failures. Fear of failure has always prohibited innovation. To nurture and develop a creative workplace, employees must feel free to contribute their thoughts and ideas, no matter how unusual or infrequent. Recognizing employees for their risk-taking capabilities and creative thoughts is vital (Maningo-Salinas, 2019). Positive acknowledgment encourages employees to proceed in thinking unconventionally and serves as a learning encounter for the organization as a whole. Most of these solutions are potential for brand new commercial items that are needed in the market, which in return could be considered by the fundraising and marketing teams (Maningo-Salinas, 2019).

Segment Administrative Duties

It would be advantageous for NPOs to separate administration into fractional segments headed by directors who would be in charge of particular administrative areas. The most prominent advantage would be in the end of deficiencies that would be displayed on the chance that NPOs had a common segment of administration that would solve all tricky organizational issues. In this manner, it is prescribed to isolate the administration of NPOs into fundamental areas: staff administration, vital administration, and budgetary administration (Rosnerova & Hraskova, 2020). Although there are different sectors in Organization C, it is not clear if they are departments or committees. Giving them more specific job descriptions could serve to organize and define each department to improve performance.

Strategic Recommendations

Do Not Depend on Social Media Influencers

Senior leaders mentioned only one unsuccessful strategy that they had adopted, namely, depending on social media influencers. Spatharou et al. (2020) discussed the importance of anticipating future changes and proposing strategic plans in accordance; however, this is hardly applicable because of unexpected accidents that are proving confusing to the leaders of any organizations in Lebanon.

Find Ways to Maximize Revenue

NPOs often prefer a break-even budget because they do not intend to collect more funds or because they are unable to find ways to maximize revenue and/or decrease costs. One of the main recommendations for any NPO, and specifically one directed toward

Organization C, is to collect more money and to stop striving for a break-even budget. NPOs are nurtured by optimism and hope. Although it is preferable to have revenues and expenditures balance each other, it is essential for NPOs to lift the bar. Strong companies need a healthy cash balance to protect them from unexpected occurrences or crises (Lange, 2019). To produce tangible results for the customers, shifting the emphasis to social causes and executing tasks more efficaciously than before are greatly important. Aiming for a demoralizing low break-even budget squeezes the main expectations and aspirations on which NPOs were founded.

NPOs fill the gaps left by governments and for-profits organizations. NPOs have the potential to accomplish great services in communities, but they are regularly resource constrained in terms of money and personnel. In addition, NPOs are frequently judged on the ratio of organizational costs to program costs. For these reasons, personnel in small NPOs often are redirected from the organizational mission to authoritative capacities. Outsourcing offers the opportunity to refocus human capital on the mission. There has been scant research on outsourcing for small NPOs (Pope et al., 2015).

More NPOs are competing for the same pool of cash (Li et al., 2012), and they are regularly constrained on how they can spend those assets. Valentinov (2011) referred to it as the nondistribution constraint that is special to NPOs and impacts their efforts to raise funds. Recently, to overcome these limitations, NPOs have started to professionalize and use for-profit commerce methodologies, such as using innovation and other promotional strategies that permit them to become more market oriented (Pope et al., 2015). Thus, in

order for Organization C to function and to attain its necessary needs, it is recommended that it adopt the strategies used by for-profit organizations.

Tell Investors Where Their Donations Go

One of the main recommendations involves donations; Li et al. (2012) found that supporters and donors are willing to make more generous donations when they know how the donated cash will be invested. NPOs have found success in fundraising by introducing particular programs or causes. Individuals are willing to donate to causes, but not to pay for the individuals, administrators, and management to run the causes (Pope et al., 2015). One of the ways to attract donors is by outsourcing because a smaller percentage of donations go to management. Donors are supportive of outsourcing because it generates approximately $386 billion yearly and is increasing by 25% annually (Elango, 2008).

Outsourcing helps organizations to optimize the costs and risks. Pope et al. (2015) discussed three widely accepted benefits of outsourcing: It permits the organizations to center on core competencies, get external/volunteer skills, and decrease costs. These organizations are more likely to depend on board members and other volunteers in order to decrease the cost. Small NPOs are at a disadvantage in regard to operating cost rates when compared to huge NPOs. Small- and medium-sized NPOs tend to spend 20% to 25% on administrative costs, whereas large organizations spend 10% on overhead (Agnes E. Meyer Foundation, 2009). When the leaders of NPOs cannot isolate non-mission-based errands from mission-based ones, it is difficult to realize any genuine advantages to outsourcing (Kakabadse & Kakabadse, 2000).

Focus on Individual Donors

Individual donors give approximately 75% of all donations to NPOs, highlighting the need to focus on small donors, not huge donors or organizations (Williams & Moxham, 2009); however, NPOs disregard this major source of donations. In fact, Li et al. (2012) found that this ranking encourages NPOs to shift their focus and orient it on different donors, irrespective of how huge or small these donors are. Thus, one of the major recommendations is to focus on different donors, especially individual donors, who can be an excellent source of funding. Progressively, health care pioneers are collaborating with key stakeholders to execute arrangements in unconventional ways. With the quick pace of changes in health care and technology, the success of numerous health care organizations has depended more on their capacity to bring innovative items and forms to the front line of persistent care (Maningo-Salinas, 2019).

Use Promotional Strategies

NPO leaders have adopted promotional approached. Usually, in NPOs, promotional strategies are used to construct the organizations' reputations and remind society of their missions and causes. Advertising is used to attract and maintain donors, clients, and volunteers. Publicizing themselves is one strategy used to NPOs to educate, influence, and remind donors, clients, and volunteers about the organizations' social influence (Agaraj et al., 2013).

Advertising can be effective in dramatizing a message by combining colors, sounds, and visuals. It is viable in building mindfulness, information, and a long-term image. A different level of securing donors has been characterized by promotions using

radio/TV, print media, and the internet (Agaraj et al., 2013). One recommendation is to make use of a variety of promotions and advertisements to spread information about the mission of Organization C throughout Lebanon and the Middle East.

Client Recommendations

The results indicated that the senior leaders of Organization C and clients did not share a direct relationship. The main clients that the senior leaders named were the donors, the patients, and the patients' families. Though the senior leaders did not yet have any direct interface with clients, they had methods to evaluate their satisfaction. Evaluation methods ranged between seasonal and immediate surveys, in addition to different types of feedback, as ways to improve their performance.

The cultural diversity of the modern workplace is highly effective in terms of productivity, service quality, employee well-being, and satisfaction of workers and clients (Di Stefano et al., 2019). Client satisfaction with health care services is usually researched in terms of sociodemographic and predisposition client characteristics. Employees should prioritize client satisfaction, which can be a major turning point in the performance of health care organizations. Client satisfaction with health care services directly affects health-related behaviors, and clients who are satisfied with the performance of health care organizations and have more confidence in the organizations are more likely to continue using the same health care services. The biggest effect on the performance of health care organizations is client satisfaction.

Twenty years ago, researchers found links between organizational variables and client satisfaction in different industries, not only in health care organizations (Jimmieson

& Griffin, 1998). O'Hagan and Persaud (2008) identified several approaches that may help to improve customer services, reduce the likelihood of malpractice lawsuits, and improve revenue levels: better patient care, satisfied staff, and a reduction in preventable medical errors. One mistake that may occur in health care organizations is the depreciation of nonmedical (i.e., physical and visual) aspects, although patients value these aspects of services. Thus, concentrating on improving or expanding these aspects could enhance client satisfaction (Di Stefano et al., 2019).

Help Clients to Become Lifelong Advocates

A revolutionary approach to develop customer services began in the last decade with health care organizations moving from simply satisfying clients by providing the right services to converting these customers into loyal lifetime clients and advocates of the organizations (Achour et al, 2018). Health care organizations are now motivated to improve the quality of client services to retain clients and obtain new referrals from current clients. Bad first impressions spread quickly, and they can have a negative impact on community perceptions of organizations. Satisfied customers will tell an average of five people about their experience, but unsatisfied customers will tell at least 20 people about a negative experience.

Patients who are less stressed and trust their health care providers have fewer complications and medical errors than those who complain about their caregivers. Accordingly, better customer service may result in fewer medical errors and fewer lawsuits. Inappropriate or incorrect organizational service quality plans and standards happen because of a lack of knowledge of clients' needs, which then affects client

services. Plans and standards can improve when organizations assign teams to assess clients' values, feedback, and satisfaction, as well as monitor client service.

Reliability, responsiveness, and empathetic staff are factors that may develop or even improve client services (O'Hagan & Persaud, 2008). One of the recommendations for Organization C is to transform average client services into elite-level customer services. O'Hagan and Persaud (2008) stated that this transformation must be preceded by the development of action plans either to provide or improve client service:

1. Ensure the high importance of client services and reflect the importance in the mission, vision, values, principles, and strategic plans.
2. Provide training and workshops mainly for frontline employees focusing on ways to develop client services.
3. Hire employees who are people oriented and reflect the organizations' service attitudes and values.
4. Link employees' contribution to the organizations' strategic plans. Ensure employee satisfaction because it has a direct influence on client satisfaction.
5. Trace and provide adequate responses to feedback and complaints to ensure improvement.

Pay for Performance

As huge economic changes in society continue, people's needs are always changing, so the actions of NPOs also must adapt to the evolving conditions of society. Because NPOs are centered on providing community benefit that is a reflection of the

standard of living for the target groups. Clearly, the actions of NPOs are critical to the standard of living in particular communities (Rosnerova & Hraskova, 2020).

The concept of pay-for-performance (P4P) is meant to induce supplier motivations by providing not just a volume of care they give but also a quality of care (Sonfield, 2014). The essential concept of P4P, which dates back to the 1990s, is to supply data-based budgetary motivations to health care suppliers and health plans based on three concepts: superior care, superior health care, and lower costs (Sonfield, 2014).

High-class care can be measured by looking at particular administrations and data given, and whether that care is in line with restorative best practices. These measures can be used in P4P activities to make positive and negative motivating forces for providers and health plans. As an example, funders that outperform particular quality limits might get reward installments or increased reimbursement rates (Finkler, 1991). Cost transparency and a decrease in reimbursements are forcing organizations to cut costs. Scholastic therapeutic centers are balanced to create and lead procedures and strategies to be effective in the changing marketplace. Setting strategic plans that focus on patients and improve the patients' experiences will enhance the success of organizations (Merlino, 2015).

It is vital that health care organizations and their boards better understand their stakeholders and distinguish their needs from those of the organizations. Boards play a role in making a difference by defining their key partners and concentrating their activity to meet their needs through the advancement of mission, vision, and values explanations,

and by using the knowledge of their partners to establish strategies (Curran & Totten, 2010).

Information and Knowledge Management Recommendations

The 10 senior leaders suggested that Organization C follow strong and effective governance regarding information and knowledge management. Data are managed from all sources and in different formats. Ghosh and Scott (2005) mentioned that even though knowledge management tools are more established in for-profit and more technically supported organizations, health care organizations recently have become more aware of the importance of information and knowledge management. Känsäkoski (2017) revealed that the knowledge management systems developing in health care organization are enabling these organizations to achieve their missions. Health care organizations are considering empowering patients as active partners by considering their needs, preferences, and values.

Knowledge management is considered a way to accomplish goals through properly orienting and managing data (Känsäkoski, 2017). This goal could be achieved by considering the meaningful information that individuals have to initiate knowledge and innovation. It is recommended that these data be treated as actions or practices that can affect decision making and organizational learning, thus ensuring the importance of collective knowledge. Knowledge work could be divided in to three processes: creating new knowledge, sharing knowledge, and applying knowledge. It is recommended having proper communication during this process.

Financial and Market Performance Recommendations

Particularly, the not-for-profit segment alludes to a qualification that distinguishes commercial and beneficial organizations from NPOs. However, some NPOs have no essential profit-making objectives; when they can make a benefit, it is reused to support NPO performance and activities. Usually, profits are used by NPOs to fulfill their missions, and their essential objective is to supply open advantage management (Rosnerova & Hraskova, 2020).

NPOs compete against other NPOs and for-profit organizations for limited assets, supplies, staff, and innovation. There is an area for NPOs to act in numerous ways like businesses, but in a few ways, NPOs are expected to act better than for-profit organizations (Pope et al., 2015). Rockefeller Charity Consultants turned down $90 million in funding because it came with the restriction to direct all money toward programs and none toward operating expenses (Silverman & Beatty, 2006). It is important to keep funding restrictions from decreasing the real capabilities of NPOs.

Involve Leaders and Staff in Funding Proposals

Employees and leaders are fundamental to all NPOs, so it is impossible to exclude them from funding proposals. Even though it is important to keep donors happy, two recommendations may help to satisfy the needs of funders and management. The first recommendation is to choose one consistent and maintained source of funding in order to base all the management payments. The second recommendation is to assign employees to temporary projects, something that may make donors more committed to funding certain projects fully.

NPO Management Considerations

According to Rosnerova and Hraskova (2020), NPO management must consider several points:

1. Mission - beneath the mission: the reason - why the NPO was set up and for what purpose.
2. Setting a main plan - it is the creation of a long-term plan and procedure, specifying the main needs and objectives.
3. Organizational structure: NPOs must decide the sort of organizational structure, the dissemination of competences among employees and the assignment of duties are important.
4. Structures and individuals within the organization: it is the detail of the work representation for the specialists, the way of inspiration, instruction and valuation of the employees and the creation of great working or interpersonal connections.
5. Authoritative commitments - knowing and following lawful standards related to NPOs are exceptionally important.
6. Frameworks: record keeping is fundamental; data stream and communication are of extraordinary importance.
7. Monetary administration: the accentuation is on budgeting, raising money as a frame of gathering pledges, and accounting. Agreeing with Michalski et al. (2018), the viability of NPOs should be evaluated within the setting of threats.

8. Programming: programs incorporate a set of implementations to guarantee NPOs' missions.
9. Connections with the community: the essential component is communication, observing of community needs, responsiveness to distinguished needs of the target bunch and arrangement of administrations.
10. Assessment: It could be a persistent assessment of the implementations of NPOs at regular intervals, whether the missions are satisfied, additionally the adequacy of people's work within NPOs is assessed.

As a reflection of these 10 points, there are two recommendations based on Points 3, 4, and 9. The first recommendation is associated with Points 3 and 4, in which the organizational structure and the individuals' inspiration and interaction are included. In Organization C, eight teams assume specific internal and external tasks to manage and support the whole system. According to Point 4, these teams obtain high inspiration and engage in interactions to perform at their highest ability. In the economic crisis, inspiring employees and managers could be considered a second or third priority, yet, the proper functioning of these leaders and employees is interrelated with their comfort. According to Point 9, communication an essential skill, so the recommendation is to have a continuous curriculum to develop communication skills.

Establish More Teams

Organization C has a general management team and a fundraising team. Other teams cover external services such as public relations, marketing, and patients' satisfaction and internal services such as accounting, HR, and operations. Many

employees are on these teams. The recommendation here is to reevaluate the specifications of employees and formulate a new management team responsible for quality management. This quality management could include a monitoring and evaluation subteam that may revise the temporary projects recommended in the previous section.

Rosnerova and Hraskova (2020) divided the quality of management into sections:

1. Personnel management: This range of administration is in charge of individuals, who are the most vital element that decides the success of NPOs. It includes the individuals who are the pillars of NPOs.
2. Strategic management: NPOs grasp any potential chance that opens and addresses it. A reasonable strategy is to carry out a SWOT analysis to identify the most suitable opportunities. At that point, it comes to setting a methodology that speaks to a long-term plan of NPOs to characterize the objectives and ways to attain them. The proper methodology gives NPOs the opportunity to move forward successfully.
3. Project management: Projects should have fundamental necessities: indicate targets, set due dates, begin and complete plans, identify the means to be used in execution; and have assets, composition assets, and budgetary assets.
4. Financial management: NPOs are organizations where benefit is not their essential objective. However, NPOs can make a benefit, which is used to support them when necessary.

Lebanon-Specific Recommendations

Corporate Social Responsibility Recommendation

Corporate social responsibility (CSR) is an initiative to pave the way for ethical business practices. According to the CSR official website in Lebanon, 65% of Lebanese companies have short-term CSR initiatives, yet, only 2% of them are published in the banks' official CSR reports. This shows that most corporates in Lebanon did not adopt CSR properly (Tala & Sarah, 2020). There is a lack of awareness in Lebanon about the importance of CSR, although 55% of consumers would rather pay for companies that are involved in social responsibilities. This recommendation calls on Organization C to fill this gap and raise awareness in Lebanese companies through CSR to show and prove the importance of social responsibilities. In return, Organization C would benefit from these companies to achieve its funding goals. Companies also may be able to decrease taxes by providing such services to NPOs that Organization C may highlight.

Moratis and Cochius (2011) asserted that CSR is beneficial for all companies. ISO developed guidelines for social responsibility in 2010. ISO 26000 is the single most authoritative worldwide standard for social responsibility. Thus, Organization C can advertise for ISO 26000 in Lebanon, so if there is an opportunity of being the ISO 26000 representatives in Lebanon, Organization C could embrace this role. Thus, Organization C could benefit from the social responsibility provided by Lebanese companies, knowing that companies are highly interested in gaining an ISO because it would mean gaining more trust from customers.

Lebanese Lira Recommendation

It has been about 10 months since the devaluation of the Lebanese lira; most of Organization C's necessities are imported, so payments are made in U.S. dollars. One of the financial recommendations is to replace imported products with local products based on their availability in the Lebanese marketplace.

The Lebanese marketplace is closing a lot of companies during the economic crisis, so partnering with one of the companies and focusing on manufacturing necessary medical and paramedical equipment and accessories such as gloves, lab coats, masks, syringes and any medically related objects that could be manufactured in Lebanon would provide Organization C with equipment at minimal cost. The revenue gained by local companies could then be used to support Organization C. The recommendation is to use local companies that are manufacturing medical materials. Even exporting these locally manufactured objects could attract foreign currencies to Organization C. Thus, with good quality, reputation, and reduced prices, Organization C could succeed in making revenue to support its free health care mission.

Lebanese Diaspora Recommendations

There are approximately 4.5 million Lebanese citizens inside Lebanon, yet more than 15 million Lebanese citizens are living in the United States, Africa, Europe, Australia, Canada, and Brazil. Taking advantage of the Lebanese diaspora is another recommendation. The diaspora has always been an essential source of money for Lebanon, so targeting these citizens could be a huge and sustainable source of funding for Organization C. It is now more beneficial to target diaspora after the devaluation of the

lira because Lebanese immigrants do not use the Lebanese lira as their main currency. This could be done by the fundraising team's efforts to target Lebanese immigrants as donors. This task also could be supported by the Lebanese Ministry of Foreign Affairs and expatriates by having more interrelation between Lebanese expatriates and the ministry.

Embassies Recommendation

Embassies in Lebanon offer funds for certain projects that support social services. Thus, another recommendation is to design proposals for different projects and present them to embassies that could offer funds and social support.

Recommendations for BHOs

The challenges that organizations, specifically NPOs, are facing in Lebanon and elsewhere are similar to those faced by Organization C. This study could be used by different organizations to address challenges to diverse circumstances. It is hoped that the results of this study may provide insight to BHOs that are managing similar circumstances. The recommendations highlight the importance of focusing on major problems to strengthen organizations. Making small changes to the factors in the Baldrige framework can help organizations to grow and develop in areas relevant to the workforce, leadership, mission, vision, and financial status.

Recommendations for Future Research

As mentioned throughout this study, the economic situation is affecting the whole organizational system in Lebanon. The researcher provided recommendations that organizations facing financial crises may adopt. Topics for future research could help to

decrease the impact of financial crises that NPOs face. There has been a gap in research regarding several topics in Lebanon, one of which is the completion that Organization C is facing from other NPOs.

Conclusion

The purpose of the study was to explore the experiences of senior leaders of Organization C, a BHO currently dealing with a financial crisis. The intention of the scholar-consultant role was to provide the BHO's senior leaders with insight into some areas in Organization C that could be developed to improve its services and organizational processes. Qualitative best practices that included triangulation, rich research, use of a personal research journal, reflexivity, and informed consent were used to increase the study's reliability and validity and decrease researcher bias (Ravitch & Carl, 2016). Results identified areas in Organization C that could be enhanced in association with fundraising strategies to deal with the economic crisis: workforce, leadership, and fundraising. It is hoped that the results of the study could be used to develop organizational practices by benefiting clients and helping more children to attain improved health care. The social change goals of behavioral health care reform are to improve the lives and mental health of the children being served. Leaders of NPOs could use these findings to increase access to individual donors or funds to improve access to BHOs, schools, and affordable housing in underserved urban areas.

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Appendix: Interview Questions

This interview will be submitted to you through an e-mail. It will be organized and analyzed to serve in deriving better understanding of the data. This was done written instead of audio as preferred as per your request after the critical COVID-19 pandemic situation followed by the huge catastrophe that occurred next to your center recently that obliged Organization C to move to another building and forbade any type of physical presence, even technical connections had undergone destruction and needed enhancement. There will be no need for checking transcript for accuracy as you will have the opportunity to write the wording as you mean it. Participation in this interview is voluntary. Interview will be shared with each interviewee, upon request. Transcripts with identifiers redacted may be shared with my university faculty and my peer advisors. Any reports, presentations, or publications related to this study will share general patterns from the data, without sharing the identities of individual participants or partner organizations. The interview transcripts will be kept for at least 5 years, as required by my university. The identity of each participant, agency, and state is confidential and will not be revealed in the study. No one at this agency will be able to review your interview, or transcript other than you and me. The purpose of the interview is to investigate your experience as a senior leader regarding the Organization's processes of development and consistency. My project is focusing mainly on the different sectors of Organization C that could affect its performance and it had a basic focus on fundraising crises that can put Organization C in danger. These Questions are based on a new framework "Baldrige Excellence Framework" that focuses on key areas of organization performance including

workforce, operations, clients, strategy, knowledge management, and leadership/vision. The questions asked are associated to these areas. The interview is expected to take around 30 minutes, I hope you will have the time to answer these questions.

These are the questions; I will provide the designation of the interview questions:

Question 1: What role does the organization's vision and mission play in the process of fundraising?

Question 2: What are the most significant internal challenges the organization faces in its attempt to raise funds?

Question 3: What are the most significant external challenges the organization faces in its attempts to raise funds?

Question 4: What strategies have been successful or unsuccessful in raising funds?

Question 5: How has the organization prepared the workforce for surviving financial problems?

Question 6: How has the organization prepared clients for financial changes or limitations?

Question 7: How does the organization measure the effectiveness of new fundraising strategies?

Question 8: How has the organization planned, either formally or informally to address the continuous financial problems?

Question 9: What are the key factors in ensuring organizational change is effective?

Question 10: Organization C is a reference in the Middle East. Are there certain strategies that Organization C follows to maintain this performance?

Question 11: Organization C is a well-known healthcare center that manages a lot of challenges on regular basis. What are the common problems that Organization C faces?

Question 12: Are there any restrictions for how to raise the funds for Organization C?

Question 13: How can you describe the type of management and Leadership in Organization C

Question 14: What role do senior leaders play in providing funding for Organization C?

Question 15: How do you measure customer satisfaction?

Question 16: How does Organization C acts on:

- Information Management:
- Knowledge Management:
- Analysis:

Question 17: Describe the following:

- Workforce Environment:
- Workforce Engagement: