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Effective Revenue Planning for Small Minority-Owned Mental Health Organizations

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Beonko Alejandro Sampson

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Walden University
2023

Abstract

Effective Revenue Planning for Small Minority-Owned Mental Health Organizations

by

Beonko Alejandro Sampson

MA, Liberty University, 2017

BA, St. Leo University, 2007

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Psychology in Behavioral Health Leadership

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February 2023

Abstract

Revenue planning for minority-owned organizations is vital for sustainability. This is a significate concern for behavioral health practitioners who must deal with the changing landscape of mental health and the financial worries of sustaining a successful organization. This case study examined effective revenue planning for a minority-owned behavioral health organization located in the mid-eastern part of the United States. The organization provides several different behavioral treatment services for children, adolescents, and adults. The Baldrige excellence framework for healthcare guided a system-based approach to assessing the minority-owned organization. The systems approach identified noted organizational components of leadership, strategy, and operations. Themes were then broken down into subthemes: strategic planning for minority businesses, organizational development, revenue diversification, leadership, finances, mental health, and small business development. Data were collected through semistructured interviews with the organization leaders, examining the organization's documentation, and reviewing peer-reviewed literature on minority-owned businesses. The findings showed a need for leadership, education, organizational certifications, strategic planning, branding, and marketing. This information presented a recommendation list to Organization X (pseudonym), which addressed the study's results. The information consisted of recommendations for educational directives, a list of organizational certifications, identified strategic plans, and branding and marketing implications. Information developed in this case study may lead to sustainable practices and positive social change to assist underserved minority mental health communities.

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Dedication

I want to dedicate this study to my five daughters and grandchildren. They have motivated me to continue my studies to show them that anything is possible. I would also like to dedicate this to my grandfather, Andrew Sampson Sr. He was a positive influence in my life and showed me how to appreciate the things I have and not to worry about the things I do not have.

Acknowledgments

I want to thank my dissertation chair and committee member for their guidance through this journey. I would also like to thank my friends, who cheered me on from a distance. Finally, I would like to thank last but always first in my life, my Lord and Savior, Jesus Christ.

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Section 1a: The Behavioral Health Organization

Organization X (pseudonym) is a for-profit minority-owned mental health organization located in the greater southeastern mid-Atlantic area of the United States. The metropolitan area is the third most populated area in the region, with over 1.250 million residents. According to the 2020 United States Census, the southeastern mid-Atlantic area population consisted of 50.6% Black or African American, 40.8% White, 2.3% Asian, 0.3% Native American, 0.1% Pacific Islander, 3.6% of some other race, 2.3% of two or more races, and 6.3% Hispanic or Latino. This organization was established in 2009 to address gaps between the youth and their needs by providing intensive supportive services. Then, in 2012, the organization began servicing the adult population by offering mental health support services.

The organization has several programs designed to address a variety of mental health issues. For example, the organization performs services for individuals from 5 to 65 years of age. This organization has developed targeted services to address the diverse demographic area in which it operates. Those services include mental health skill-building (MHSS), intensive in-home (IIH), crisis stabilization, addiction and recovery treatment services (CSARTS), and peer support recovery. These services are developed through guidelines from the Department of Behavior Health and Disability Services of the State (DBHDS) and the Department of Medical Assistance Services (DMAS).

The organization delivers various mental health services for children, adolescents, and adults needing support and assistance in becoming independently stable in the community. According to the organization's website, the organization's mission is to

enhance the lives of others by providing each client with valuable tools that successfully teach how to reach individualized goals. The organization's philosophy is to provide services that allow each individual the opportunity to succeed. Thus, minority small business owners should implement effective financial strategies to sustain their businesses. Therefore, the role of finance in strategic planning and the decision-making process is crucial (Poister, 2010).

Practice Problem

Across the United States, small businesses are a significant source of employment and provide a variety of goods and services. However, small business ownership, profitability, and even presence are grounded in differences in capital finance and race (Maxwell et al., 2020). Understanding how strategic planning is fundamental to small business owners' growth and sustainability might help minority small firm owners achieve success. Strategic planning is a critical element of leadership that drives the success and sustainability of an organization (Bryson, 2018). Calopa's (2017) research and literature review revealed a significant lack of how minority-owned behavioral health organizations fail to adequately address suitability and develop a strategic plan to address gaps in diversification in sustainable revenue.

Strategic planning is a systematic and organized process where an organization creates a document indicating how it plans to progress from its current situation to the desired future situation (Rodriguez-Perera & Peiro, 2012). Organization X has only one revenue stream, a federal and state-funded revenue source. Due to changing policies of DMAS, the organization has had challenges in maintaining and sustaining programs. For

example, management have been concerned about supply (staff) and demand (clients). Sustainability development is still a new concept in the healthcare industry, and there has been little discussion on the subject (Poister, 2010). Whether market-based or social-insurance-based, healthcare systems have struggled with sustainability (Lega et al., 2013). However, sustainability challenges within the healthcare field have been recognized for decades, starting in the 1970s (Rodriguez-Perera & Peiro, 2012).

The identified problem for Organization X in this study was the limited diversification of revenue that places Organization X in an unstainable situation. If an organization cannot employ the personnel needed, it will be forced to look at layoffs, affecting its sustainability. Researchers have argued that some of the biggest challenges facing ethnic entrepreneurs included limited training, difficulties obtaining financial resources, inadequate managerial skills, and lack of financial planning (Stone et al., 2017). Chimunhu and Stifle (2015) found a positive correlation between strategic planning and organizational performance measures regarding net income. Based on a general definition of business sustainability, enterprises should be aligned and efficient in managing today's demand while also being adaptable to environmental changes. For this doctoral study, the research questions are as follows:

Research question (RQ)1: Can strategic planning aid a small minority behavioral health business in developing a diversified, sustainable revenue best practices strategic plan?

RQ2: Can a small minority behavioral health business create a sustainable revenue plan?

Purpose

This qualitative case study aimed to examine Organization X's funding streams and identify diversification practices and different funding approaches to enhance the funding/revenue diversification practices of the minority-owned behavioral health organization. In addition, this study aimed to provide Organization X with steps to develop a comprehensive and effective strategic plan incorporating organizational sustainability efforts. Racial, gender, and sexual minorities often suffer from poor mental health outcomes due to multiple factors, including inaccessibility to high-quality mental health care services, the cultural stigma surrounding mental health care, discrimination, and overall lack of awareness about mental health (American Psychiatric Association, 2021).

In this study, I used the Baldrige framework, including the criteria for performance excellence, core values, concepts, and guidelines for evaluating processes and results. The Baldrige excellence framework acted as a guide to this study. Specifically,the section on organizational profile and strategic planning will be used from it. These guidelines allowed me to explore key management and leadership, strategy, and operational standards. Developing data from these guidelines and the current organizational structure aided in identifying ways to diversify Oganization X's revenue streams. The information gathered from peer-reviewed literature on minority-owned businesses and behavioral health organizations was obtained. The qualitative data consisted of interviews conducted with directors and senior leaders of the organization (i.e., chief executive officer [CEO], chief operations officer [COO], and program

managers). Secondary data were collected through the organization's current financials. Information from peer-reviewed literature on present biases of lending practices and contracting opportunities for minority-owned behavioral health organizations included articles on minority-owned businesses.

Significance

The significance of this study is that financial viability and organizational sustainability are significant factors in strategic planning (see Dua et al., 2020). The recent pandemic has put a strain on current funding situations when dealing with Medicaid-funded programs such as the DMAS and the DBHDS. The organization's programs are funded and licensed through these programs. The guidelines during the current pandemic limited how the services were conducted prepandemic. An organization's strategic plan can provide sustainability for long-term success (Bryson, 2019). However, this is often more difficult for minority organizations due to a lack of access to capital, a lack of education on strategic planning, and a lack of understanding of how to leverage relationships to create new opportunities for the organization (Dua et al., 2020).

In the greater southeastern United States, 41% of Black-owned businesses, 32% of Latino-owned companies, and 26% of Asian-owned businesses closed between March and June of 2020 (Net Street Common Future, 2021). This is compared to only 17% of nonminority-owned business closures during the same period (Net Street Common Future, 2021). Net Street Common Future (2021) also pointed out that due to the COVID-19 pandemic and civil unrest in response to the racial injustice movement,

existing inequalities have widened between minority business owners and White-owned businesses nationwide.

The study is significant in that I identified gaps in strategic planning for small minority-owned behavioral health organizations. This study can assist Organization X in identifying issues noted in the literature that affect the sustainability of the minority-owned organization in the behavioral health field. In this study, I also identified the effects of minority ownership and the concerns that plague the behavioral health field. This study provided insight into a small but needed part of the behavioral health community, and I strove to identify ways to sustain the growing number of minority mental health owners to support their community.

This topic of study and its findings can lead to a better understanding of how minority behavioral health organizations can stay sustainable and continue to provide needed care in their communities. The results, in large part, can allow others to identify issues in strategic planning to assist minority organizations to stay in their community and provide needed services to the underserved or socioeconomically disenfranchised. Identifying and understanding this study area can lead to positive social change in the minority-owned mental health organization field.

Summary and Transition

The noted benefits of this study can assist Organization X to develop a comprehensive and effective strategic plan that incorporates organizational sustainability efforts. The study also provides Organization X with recommendations and literature on lending biases and operational issues from financial institutions. The study is significant

in that I identified gaps in strategic planning for small minority-owned behavioral health organizations. Organization X services the southeastern midwestarea of the United States which provides quality mental health services to a diverse population.In Section 1 of this case study Organization X, organizational profile, structure, profile, content and key factors will be discussed to gain an insight into the inner workings of the organization.

Section 1b: Organizational Profile

Strategic planning can be successful as long as complementary human and social capital is in place, along with an appropriate diversification of revenue (Rahman et al., 2018). During ongoing audits of finical sustainability, Organization X's leadership identified ongoing problems of constant pay and changes in Manage Care insurance companies that disrupted financial management. Changes in policy, laws, and funding are some reasons for organizational change (Bryson, 2018).

Strategic planning can develop workflow, allocate resources, set benchmarks, and develop goals (Poister, 2010). Strategic planning is essential when managing the financing and implantation of the financial structure of a small organization and can support small business owner sustainability (Kozan & Akdeniz, 2014). However, many minorities small business owners do not use strategic planning (Abubakar et al., 2019). Minority small business owners should have a better grasp on their business with critical components of strategic planning practices, such as assessing current business situations and making positive organizational changes (Ugboro et al., 2011). In addition, minority small business owners who implement effective strategic planning practices could transform their firms and move them toward growth and progress (Rahman et al., 2018). This case study demonstrates how strategic planning can benefit minority-owned small behavioral health organizations.

Organizational Profile and Key Factors

Organizational structure and other factors can determine if an organization is adaptable and stainable (Holten & Brenner, 2015). Organization X is located in a

metropolitan area in the southeastern mid-Alantic area of the United States. It began 12 years ago with one program and has grown by adding four other programs. Organizations X's website states that its mission is to provide services that allow each individual the opportunity to succeed. Its vision says that by implementing client-focused interventions, Organization X can assist each individual with becoming an independent community member.

Organizational Structure

Organization X structure is a traditional hierarchy leadership style (see Figure 1). The conventional hierarchy leadership style is where leaders organize subordinates into a pyramid-style structure (Holten & Brenner, 2015). This is where at the lowest level of work, the less experienced, or certified employees take direction from supervisors (Holten & Brenner, 2015). The order of communication is usually top-down.

Figure 1

Organization X's Organizational Structure
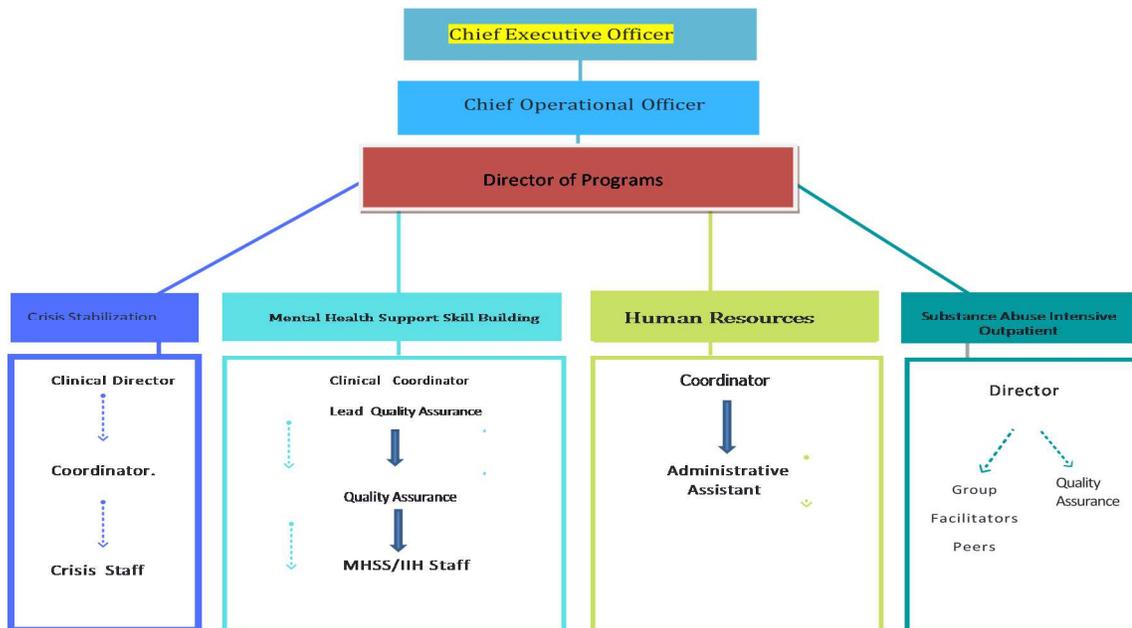
Organizational Background and Context

Organization X is a mental health agency that addresses treatment for mental health and substance abuse-related issues. The COO at Organization X explained the services provided and how the organization is governed by the state and federal laws covering mental health practitioners' practice. The COO also provided me with a list of the organization's services, including staffing patterns, educational requirements, funding sources, stakeholder information, and competitive marketing data. The COO stated, "The goal is for the organization to provide person-centered rehabilitative mental health and substance abuse treatment designed to promote optimum functioning and community independence."

Governance and Societal Contributions

The organization offers MHSS, IIH, and CSARTS. Individuals at least 5 years of age are eligible for Medicaid benefits with an address within 50 miles of the organization's administrative offices. Individuals must have a history of severe mental health challenges and substance abuse. However, the organization has only one funding stream: Medicaid funds. The organizational assets are few, including a transitional living home used for the CSARTS program and six vehicles. The lack of strategic planning and sustainable funding relates directly to the practice problem presented in this case study. Diversifying revenue and funding streams is critical to the sustainability of any organization (Bryson, 2018). The concern of one funding source was introduced during the summary of 2020 when governmental restrictions caused a drop in census and longer wait times for reimbursement. Fewer visits and authorizations impacted the organization's current business model. The organization is licensed by the DBHDS and the DMAS and then bills Medicaid for its services. The organization must follow all rules of DBHDS, DMAS, and all professional requirements associated with each service program.

Stakeholders and Suppliers

Organization X has stakeholders that are key to its current success. A stakeholder is a system of individuals or groups with a vested interest in a particular organization or group's success, whether internal or external (Poister, 2010). The stakeholders for this organization consist of internal program champions and external community collaborators. For example, Organization X's stakeholders include its client, staff, local, state, federal, government, and agencies. In addition, the organization collaborates with

the Atlantic Outreach Group (nonprofit referral agency), CVPP (outpatient mental health clinic), community service board (state agency), empathy wellness center (Medical Services), regional jail (referral source), public defender office (referral), and city of refuge (recovery program – referral source). These collaborative partners provide information assistance, referral opportunities, and collaboration coordinated to serve the noted demographic., The COO explained that through these collaborative efforts, partners had enabled the agency to ensure that supplemental services outside their license's scope were provided seamlessly. The COO also stated that this has allowed the agency to offer more services than their counterparts holding the same license from DBHDS. This has proven a competitive advantage as it is convenient for all existing and potential clients.

Furthermore, the COO noted that this collaboration is accomplished with regularly scheduled meetings (weekly/monthly) with top-level administrative staff from respective agencies . The internal stakeholders are the staff, who consist of licensed mental health professionals and who require a Master's degree in the Human Services field / Master's degree in Social Work and are licensed by the applicable state board. A qualified mental health professional, adult/child requires a Bachelor's degree in the Human Services field and a minimum of 1-year direct experience. Licensed substance abuse treatment practitioners and certified substance abuse counselors require a Bachelor's degree or Master's degree for licensed substance abuse treatment practitioners in the Human Services field and a minimum of 1-year direct experience. Peer recovery specialists require a high school diploma and 1 year of direct experience servicing the population. In addition, these internal stakeholders have yearly educational credits that

must be met to comply with regulations and guidelines. The COO explained that maintaining high standards is part of the overall cost of business for the organization to continue providing excellent service and staying within professional and governmental guidelines to operate.

Organization X uses suppliers for items essential for operations, such as office supplies. Office Depot ensures that all supplies are on a timely reoccurring schedule. A private contractor maintains the office equipment. The organization uses private vendors for other needs and services, such as electronic record-keeping services and educational training. The organization collaborates with other mental health agencies for referrals and participates in a community-based service providers association. The association is a collective voice of the private minority community-based behavioral and mental health providers.

Summary and Transition

The practice problem of strategic planning for revenue diversification identified by the organization is a vital part of the sustainability and success of a small business. This is more difficult if the organization is a minority-owned small business. This resercher conducted a review of peer-reviewed literature and academic books to identify the limited financial support given to minority companies, especially during COVID-19 (see Net Street Common Future, 2021). There were noted findings for best practices and diversification strategies to address the success of small minority-owned businesses. The lack of strategic planning and the identification of leadership roles in the overall success of the organization's future planning was discussed with the COO as it related to the

practice problem. Understanding how strategic planning is vital in diversification revenue

management is a strategic part of creating a sustainable organization (Bryson, 2018).

Section 2: Background and Approach–Leadership Strategy and Assessment

In this study, I examined the benefits of strategic planning to an existing minority-owned small behavioral health organization related to revenue diversification and sustainability. I aimed to identify the effectiveness of strategic planning on minority-owned businesses such as the minority-owned behavioral health agency. In the study, I explain and demonstrate how the organization could use formalized strategic planning in implementing short-term and long-term goals. The study provides evidence for other minority-owned behavioral health organizations to participate in strategic planning.

The collected data provided a comprehensive picture of the state of minority behavioral health organizations and their need for strategic planning. The literature review addressed the methodology and rationale to support the study's validity. One of the goals of leadership is to have a sense of responsibility toward organizational goals because they can only maximize and build subordinates (Bain, Johnson, Scarbrough, & Dastolie, 2020)The purpose of the study was to evaluate the current strategic practices related to the diversification of funding streams in a minority-owned behavioral health organization. I also reviewed best practices for revenue diversification through literature and provided recommendations to assist Organization X with possible strengths and weaknesses in implementing revenue diversification. A review of Organization X's information and interviews with input from executive staff were used to address the practice problem.

Supporting Literature

This study used supporting literature from peer-reviewed research articles and academic information for the search terms *minority business, strategic planning, strategic planning for minority business, organizational development, revenue diversification, leadership, finances, mental health,* and *small businesses* as secondary data. Search tools were used to access the data relevant to this study to research peer-reviewed articles and academic information. Those tools were Walden University Library's Thoreau Multi-Database Search, allowing access to SAGE Journals and PubMed, AAP PsycINFO, and Academic Search Complete database to include Google Scholar and EBSCO. The search for academic literature on the topics mentioned above helped me find qualified source literature to complete this case study. I aimed to cite literature published within the past 5 years (i.e., 2017-2021). This was done to ensure the most accurate and up-to-date information aligned with best practices and current market trends. However, the search parameters of the past 5 years produced limited results, so the search was expanded to the past 20 years. The extended search yielded more data that provided information on the importance of history and strategic planning for a minority-owned business.

The results of currently searched terms provided information used to ensure the quality of the case study. Table 1 shows the results of the search terms to identify literature in the case study.

Table 1

Thoreau Search Engine Academic Search Complete Database

Search terms	Results
Leadership and strategic planning	545
Leadership styles	400
Revenue diversification and small	23
minority business and strategic planning	66
Minority business and mental health organizations	0

Sources of Evidence

Many studies support revenue diversification and finances, but no results have shown the comparisons between revenue diversification and minority-owned mental health businesses. A fair number of publications have supported minority business and strategic planning. The impact of strategic planning on a small business is essential because it can affect an organization's sustainability and growth (Bryson, 2018).

Historically, restricted access to mainstream markets interacting with low household wealth and limited access to financing have restrained the size and scope of the minority business community (Bates et al., 2022). Minority business leadership must adjust to adverse circumstances to address longevity and sustainability. Strategic planning of a small business is a vital tool to compensate for those unforeseen issues and trends that occur during the company's lifetime (Bryson, 2018). In this study, I cite literature that identified small businesses and strategic planning that are directly linked to issues that minority business owners face today. The information used to complete this case study was a literary work of information gathered through aspects of small business, finances, minority-owned small business, environmental factors, and strategic planning to include revenue diversification.

Pandemic Effects on Minority Business

Over the last 2 years (2020-2021), there has been an increase in mental health concerns. None has been more evident than in the minority community. The government has reported that of all vulnerable small businesses, minority-owned ones may be most at risk(Bates et al., 2020). Many were in financially precarious positions even before COVID-19 lockdowns (Warrick, 2014), and minority-owned small businesses are often in industries more susceptible to disruption (Dua et al., 2020). This is due to leaders who have not been trained or understand the importance of strategic planning (Dua et al., 2020). This also conveys a call for reinvestment in a diverse workforce to improve the quality of care provided to diverse populations and to ensure better health outcomes for communities of color. New literature has supported a more considerable reinvestment of funding and retention for minority mental health organizations to engage in increasing minority needs after COVID-19 (Dua et al., 2020). The literature has pointed to a need for more diversification and access to funding to meet these organizations' growing needs. Therefore, the sustainability of minority-owned behavioral health organizations is vital for the future and the increase in minority mental health issues. The noted case study problem addressed the best revenue diversification practices to implement strategic planning interventions and recommendations.

The development of small businesses or companies can be a deliberating encounter. Even within a thin microsphere, the opportunities in and provided by the mesosphere and microsphere appear to take considerable time to recognize for the ethnic entrepreneurs (Rahman et al., 2018). According to the U.S. Census Bureau (2020), to

qualify as a minority-owned business, 51% or more of the stock or equity of the company

must be owned by a person or persons of the minority group being measured. The

development of proper ways to assist minority-owned small behavioral health businesses

is a vital part of the landscape to address missing elements of behavioral health

organizations' sustainability (Rahman et al., 2018). The strategic planning of these

businesses is vital to ensuring organizations' sustainability in an ever-changing landscape.

For a small minority behavioral health organization to survive in the current economic

climate, it will require fundamental shifts in how it develops its process of implementing

ideas and change (Dua, 2020).

Leadership

As such, the leadership of Organization X., a small minority behavioral health

organization, should recognize current trends and business best practices through

strategic planning to ensure sustainability (see Bates et al., 2020). According to

Mintzberg (1984, as cited in Shepherd & Wiklund, 2005), actions and decisions in small

and medium enterprises revolve around the owner-manager such that "its goals are [the

owner-manager's] goals, its strategy [the owner-manager's] vision" (p. 6). Therefore,

questions of strategic planning or organizational vision regarding the owner's motivation

should be considered (Wang et al., 2007). Ambitions and incentives may be influenced

by outside external factors such as race, education, economic status, psychology, social

status, gender, ethnicity, social marginalization, family commitments, and personal

aspirations, including but not limited to psychological, sociological, demographic, and

environmental considerations (Wang et al., 2007). Organizations' leaders must provide

leadership in different business areas to maintain the organizational vision and mission (Ugboro et al., 2011).

Underlying Challenges

Underlying challenges could directly affect the health of minority-owned small businesses, such as strategic and succession planning. Leaders of an organization should look at confidence-building and management courses that would greatly support budding small businesses (Saseendran & Salman, 2019). Several variables may also contribute to the success or failure of companies, and they vary from organization to organization (Bruner, 2011). Brunner (2011) compared the successful traits of successful majority-owned businesses to minority-owned businesses through the development of best practices. Current organiztions should continue to address organizational enviromental factors to note any underying challenges that may be noted.

Other articles provide information that can be used to address issues of impacted minority groups and how the current practices have led to a decrease in minority business sustainability. Ethnic minority enterprises are often held back by limited resources and other factors that hinder entry and growth, described as the 3Ms, consisting of money, markets, and leadership skills (Bates et al., 2021. Wingfield and Taylor (2016) suggested that strategic planning is critical to shaping aspects of minority ownership. Muhammad (2015) advised that organizations run by leaders who implement strategic planning processes perform better than those that do not use strategic planning processes. Moreover, Unni (2002) considered the need to develop strategic planning for small and medium sized enterprises. He surveyed 62 minority-owned small businesses and 52

nonminority businesses. The study revealed that small business people fail, cope, and learn in the struggle for survival. Judgment, experience, and intuition seem to play a more important role than any well-structured technique of strategic planning (Unni, 2002). Furthermore, the businesspeople were found to be growth maniacs because growth may be the most tangible manifestation of achievement. Unni concluded that efforts should be made to improve the planning knowledge of this vital economic sector. Hence, in this study, I aimed to assist Organization X in developing leadership skills and strategies to ensure critical strategic planning for the organization's sustainability.

Minority-owned businesses have other issues in determining their long-term disabilities. For example, the Small Busniness Associationreported that the compounded effects of structural racism cause limited access to wealth and capital, and racial and gender discrimination has limited access to wealth and prosperity (as cited in Maxwell et al., 2020). The factors noted in this article should be considered when strategically planning for the long term. Moreover, identifying environmental causes is vital in developing long-term sustainable goals (Bain et al., 2020). Effective strategic planning can address these issues to provide insurance for the continued agility of an organization to sustain sustainability.

Financial

To ensure sustainability or expand a behavioral practice, financial planning has to be a focus during strategic planning. One way to do this is by establishing banking relationships to assist in financing the business and creating a situation where multiple banks offer to lend the organization money (Van Auken & Horton, 2013).

Developing strategies that address the concerns of the lending institution can help obtain

financial support for an organization. There are five reasons why banks say no to loan

applications of small minority healthcare organizations (Warrick, 2014):

- The organization has inadequate collateral or credit.

- The organization did not prove how it will attract patients to its practice.

- The organization did not prove there are enough prospective patients to reach
  its income/revenue goals.

- The organization did not prove that it and its team can reach the practice's
  strategic goals while maximizing earnings.

- The organization did not prove it can make the monthly payments every single
  month.

Survey research showed that minority owners had low levels of financial literacy and did

not use personal financial planning. Thus, they may not have the knowledge needed to

conduct planning (Stone et al., 2017). In addition, the nature of an organization's

economic structure has been recognized as impacting its sustainability (Van Auken et al.,

2013).

During the current pandemic, many minority-owned businesses have failed. The

first cause of failure was a lack of financial stability (Bain et al., 2020). Minority-owned

businesses traditionally use personal or family savings as a source of capital for startup

costs and other business expansions (Van Auken & Horton, 2013). Consequently,

minority-owned businesses are 7 times less likely to obtain a loan than their majority

counterparts (Net Street Common Future, 2021). Although the Small Business

Administration is chartered with assisting minority communities in obtaining financial assistance, growth, and sustainability, the efforts have fallen short. Minority owners must understand that fiscal responsibility is needed to address sharp financial falls and adjust accordingly to maintain stability. Noting the racial discrimination in the credit system and neglect of federal agencies can give an organization the foresight to improve its finicaprofile to address any such changes in its economic structure.

Strategic Planning

A congruent strategic plan is vital to structure and mission alignment (Poister, 2010). Strategic planning in minority businesses has been noted as an area of paramount importance. In addition, there has been a renewed interest by both practitioners and researchers, who have renewed their interest in the impact of management on the performance of health systems and organizations (Lega et al., 2013). A part of management is the development of plans to address any new and unforeseen outcomes. Key components of strategic planning practices are assessing the current business situation and making positive changes when necessary to the organization's environment (Bruner, 2011).

Strategically planning a minority-owned business can provide a better sustainable plan for its organization (Wang et al., 2007). For example, a minority-owned organization can address environmental, social, economic, and diversification issues using tools of a strategic plan such as strength, weakness, opportunities, and threats (SWOT) analysis. A SWOT analysis is a planning process that helps an organization overcome challenges and determines new avenues of approach (Free Management Library, 2014). For example,

detailing a plan of action based on current organizational concerns and details provides alternative action plans to address changes in organizational structure.

Literature Summary

The collection and analysis of evidence and data noted above provide a comprehensive view of why and how effective diversification could impact a minority-owned behavioral health organization. The issue presented in this case study of minority-owned behavioral health strategic planning and diversification of revenue was addressed using the information gathered from organizational interviews, peer-reviewed literature, and data analysis. A triangulation method to determine a cause of action created a well-documented study. The report from these studies and Organization X's data show insight into the practice problem. It is essential to develop strategic plans for identified concerns that identify finical vulnerability and obstacles related to the sustainability of business opportunities, along with interventions to address current problems.

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Leadership Strategy and Assessment

</div>

Organization X is a small behavioral health agency in the southeastern Mid-Atlantic region of the United States. It has over a hundred employees. The organization is structured in the traditional vertical leadership or top-down (Lucas, 2019). This type of leadership is standard for many businesses in the United States. This type of leadership is where the information is passed down to the next lower level. The organization has a CEO, COO, and Director of Programs (Organization X, 2022). Organization X is divided into four smaller departments, which the Director of Programs leads. The departments are all led by a director or a Clinical Coordinator (Organization X, 2022).

Organization X implements and identifies challenges through weekly executive meetings. The Organization develops plans during these meetings to address any new developments that are important to Organization X. How you organize and manage your workforce may be influenced by changes in your internal or external environment, culture, or strategic objectives (National Institute Of Standards and Technology [NIST], 2022). In addition, the organization's weekly scorecard is used to quantify actions that measure compliance with the organization's mission (COO, personal interview, March 2, 2022).

As pointed out in Organization X organizational chart, the leadership strategy is based upon a top-down management style. Organization X's top-down approach is a modified version where they have a CEO, then a COO who directs the operations and functions of the organization through directors of different departments who manages employees (Lucas, 2019). Organization X has developed a form of weekly leadership meetings to assess their strengths and weaknesses of programming and departmental concerns. According to the Health Care Criteria for Performance Excellence (2022), when developing your strategy, you should consider your level of acceptable enterprise risk on how to make decisions and allocate resources. Senior leaders should focus on action and evaluate the design, workforce, work systems, and assets, including taking intelligent risks and implementing innovations and ongoing improvements in performance and productivity (NIST, 2022).

Strategy and Leadership

According to the COO, weekly meetings review leading and lagging indicators for each business sector. A round table discussion leads to mid-level managers reporting on their progress in some business regions. This leadership style is indicative of the top-down approach of management. The COO is the primary developer of the organizational strategy with imputing from the CEO. The COO leads by example and shares insight and ideas with other midlevel managers (Cummins & O'Boyle, 2014). This encourages suggestions through reports and develops a sense of idea exchange through weekly meetings. The COO also provides a hands-on approach to implementing programs and developing new systems. According to the COO, this can become an operational issue when someone leaves. The issue of succession planning is an ongoing issue that has continued not to be addressed.

According to Organization X meeting reports, Strategic planning is also conducted and reviewed during these meetings. Industry trends are analyzed, and organization direction is established based on financial means and market segment trends. The COO heads these meetings and collects the department managers' feedback to collaborate with the CEO on the next steps. According to the meeting reports, each department head reports their client's census and program specificity. The COO collects this information to be gauged against the overall score sheet to ensure the financial benchmarks are obtained. The department managers use the score sheets to give weekly billable service hours. The COO processes the sheets to guide the managers on program sustainability and management.

Clients/Population Served

Organization X's client population is Medicaid based. The demographic of the individuals served by Organization X is composed of children from the ages of 5 to 18 Years and adults from 19 to 65 years of age. The Organization describes the services provided as various mental health services needed to support and assist individuals in becoming independently stable in the community. These services are MHSS, Substance Abuse Services, Crisis, Stabilizations-Intervention Services, and IIH. The COO explains that information is gathered from referrals from outside stakeholders, including self-referrals from clients. The information is collected through interviews, related medical records, and other data from the agency with the individual's consent. The information is then directed to the appropriate department to analyze the information and refer the individual to the correct services. The data is protected and safeguarded according to DMAS and Medicaid standards.

Workforce and Operations

Organization X is a for-profit minority small behavioral health organization that services are designed for eligible Medicaid individuals. The organization develops programs to serve the underserved community with mental health needs. The organization develops partnerships with other agencies to establish a link between clients and their services to provide specialized care. The organization generates referrals through partnerships and collaboration with other community agencies that engage with the noted demographic. The organization offers clients services that will assist them in

building healthier relationships and lifestyles. The organization is dedicated to providing supportive services to this underserved community.

Analytical Strategy

Operational and Archival Data

The COO and four department managers were interviewed for this case study. The interviewees are part of the chain of leadership that addresses the organization's day-to-day operations. The team of leaders is responsible for developing strategies to maintain organizational sustainability and implement new programs. The information gathered from these interviews was transcribed, coded, and organized by themes around strategic planning and revenue diversification. After transcribing the interview and field notes, I examined the data for patterns or repeated themes that emerged. Then based on note themes, I categorized the data and assigned codes to the data to link codes into cohesive, overarching themes. This allowed for a Thematic analysis of information provided by the interviews.

The interviewees were chosen because their specific knowledge of the organizational processes and strategic planning aligned with the organization's overall mission. During the interviews, leaders revealed their understanding of adequate revenue diversification within the organization. Interviewees also provided information on current and past leadership strategies to enhance revenue diversification. Additional information was gathered, such as financial reports for the past three years, funding sources, funding restraints, and information on financial health and revenue practices.

Evidence Collected

The information gathered assisted in the understanding of the strategic planning of the organization and the leadership process of making decisions. Small organizations need to have a solid defined system of understanding internal and external factors (Uhl-Bien & Arena, 2018). Understanding the internal and external systems leads to discovering how the organizational leaders determine the organization's goals. This is why a qualitative research design was used to provide an overall understanding of Organization X. The following core questions will be presented to the interviewees, with additional questions based on role and response to core questions:

- From 1 to 10, how sustainable is this organization?

- How many different funding streams does this organization have, and who are they?

- How has leadership addressed sustainability in the strategic plan?

- How does leadership align its organizational vision and values with sustainability?

- What is the current leadership strategy for revenue diversification?

- What barriers are present when discussing revenue diversification?

- How would you describe the organization's sustainability in the next ten years?

- How was the organization affected by new changes to the ACA, and does it affect revenue?

- How did COVID-19 impact the organization's revenue stream, and if so, was there cause for concern?

- How did the organization combat any issues of DMAS restriction and limited revenue during COVID-19?

- What are the pros and cons of revenue diversification for this organization?

- What are your thoughts on finical strategies to increase sustainability?

Probing questions were also used to enhance responses provided by the interviewees to each initial question.

Over 2 months, I developed the research data through video interviews and personal meetings with the noted organizational leaders. The information collected from the interviews was recorded and then transcribed to analyze the responses to the interview questions. Internal data from the organization was collected over four months and provided by the COO. The information was stored on a secure, password-protected hard drive. After completing the analysis, the information collected was erased to maintain privacy and confidentiality. The validity of the organizational information collected was established through data triangulation (Farquhar et al., 2020).

Summary and Transition

The information gathered assisted in the understanding of the strategic planning of the organization and the leadership process of making decisions. Small organizations need to have a solid defined system of understanding internal and external factors (Uhl-Bien & Arena, 2018). Understanding the internal and external systems leads to discovering how the organizational leaders determine the organization's goals. This is

why a qualitative research design was used to provide an overall understanding of

Organization X.

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

Organization

Strategic planning is a critical element of leadership that drives the success and

sustainability of an organization (Bryson, 2018). Organization X is a small minority

business focused on mental health services for underserved communities. Organization X

has not used a strategic planning process before. In this case study, I evaluated ways that

strategic planning could assist Organization X and improve its overall revenue and

operational functionality diversification.

The data sources for this case study derived from organizational documentation

consisting of financial documents, interviews, and corporate documentation of meetings.

The Baldrige excellence framework (NIST, 2022) was used to evaluate the organizational

structure. A qualitative analysis was used to identify themes in the interviews and

administrative documentation of meetings. Finally, the information was coded and

characterized into pieces surrounding strategic planning. In this study, I explain how the

organization and its leaders view strategic planning. I also provide information that may

benefit the organization's sustainability and services implantation.

Analysis of the Organization

In an interview with me, the COO of Organization X discussed how the

organization builds an effective supportive workforce environment. One of the COO's

jobs is to monitor the operations across the organization for efficiency and compliance.

The COO explained that they use quarterly all-staff meetings and a suggestion box to

engage with the employee. This suggestion box is examined weekly to address any noted

concerns of the staff. The employees are also provided with bonus incentives according to their yearly evaluations. Creating a supportive organization is a necessary foundation for and motivation of a satisfied and engaged workforce (Kurtessis, 2017). Thus, developing best practices is key to understanding the workforce's needs.

The organization uses a traditional top-down management style to manage and implement services and instructions to employees. This leadership style is the most common in organizations in the United States; it involves direction, strategy, and actions based on an autocratic approach, where orders are made at the highest level with employees given tasks to complete (see Cook-Greuter, 2020). This leadership style evaluates the organization's actions and develops new services and implantations.

According to the COO, the organization has an executive team developing the services implementation plan. This is then given to the appropriate department manager to develop and implement. The COO monitors these tasks for consistency of the executive program. This allows employees to focus on using their specialized skills to excel at their jobs without wasting time in meetings involving the organization's direction (Kurtessis, 2017). This approach is the framework for how the workforce is managed as well.

The organization provides direction through four different managers to manage the other services offered. According to the COO, these managers were selected because of their knowledge and skill in each service. Each manager is responsible for service operations, server delivery, and employee management. In addition, the managers have to provide weekly productivity analysis to the COO to monitor the productivity of the

service. The data sheets or scorecards are analytics from previous quarters and weekly

year data sheets.

One issue with this is that the score sheets only provide a monetary evaluation,

not a sustainable evaluation of market change. The lack of a shared strategic vision and

development of change management (Holten & Brenner, 2015). This affects how the

organization measures sustainability in the long term. The lack of proper strategic

planning can influence the organization's sustainability regarding the services (Holten &

Brenner, 2015). The monetary evaluation is not a performance indicator of the

effectiveness of services offered. The score sheets briefly examine the number of hours

billed for the number of clients seen. This information is only used to address downward

trends in productivity. The CEO and COO use this information to address the financial

issue of the organization.

Knowledge Management

One of the practical management tools of an organization is knowledge

management (Breznik, 2018). Breznik (2018) also noted that knowledge management

indicates an organization successfully managing knowledge assets and information as a

multidimensional concept. Knowledge management has been reported to have several

organizational achievements, such as improved customer service quality and reduced

production cycles (Curado et al., 2017). Knowledge management is the degree to which

employees share their knowledge with others in the organization (Breznik, 2018). The

correct application of knowledge management can provide Organization X with a

strategic plan that can assist in several areas of sustainability, such as human resources,

organizational structure, technology management, and organizational culture (see

Abubakar et al., 2019).

The COO of Organization X explained that the collection of data centers around

the specific service program provided. For example, suppose the service program is

substance abuse services. In that case, data will be collected on the number of individuals

served, recidivism rate, program completion, recipient surveys, resources needed to run

the program, and pre- and post-test. The data are collected continuously by a service

provider and managers of the service through individual surveys and noted telephonically

by organizational employees. The information is categorized and stored on a password-

protected computer kept by the COO. These data are used to influence each program's

service model and functionality to ensure standards are met and maintained to ensure

procedural requirements are set forth by the state licensing agency and DMAS.

The COO explained that there are no set organizational procedures for developing

the data for strategic planning or improvement plans analysis. Instead, the organization

uses individual spreadsheets to note informational data to be shared with executive

managers during quarterly meetings. For example, financial information from the past 3

years revealed how Organization X tracks its finances and operational cost. The

information is shared between the chief financial officer (CFO), CEO, and COO of the

organization to note changes in cost and profit margins. The COO keeps the data on a

password-protected computer. The COO is responsible for developing, compiling, and

constructing the collected information for dissemination to the current chief executives.

The data are available for review upon request of the chief executives and during quarterly reviews with the organization's managers.

Summary and Transition

Organization X develops service program interventions to address information collected by data collection. The information collected is based on the requirements of program descriptions, state licensing, and DMAS guidelines. Once data are collectedthey are developed by the COO and stored on a password-protected computer. The information is processed without standardized methods, such as collection oversight and process improvement.

The purpose of this case study was to analyze the strategic planning of diversification of revenue streams of a small minority-owned behavior health organization. in this study, I evaluated, analyzed, and suggested ways of strategic planning to assist organizational leaders in creating revenue diversification and sustainability. In this case study, I used a qualitative case study design to collect data systematically to understand how the Organization X leadership develops and understands strategic planning. The information gathered could provide invaluable insight into how strategic planning could assist Organization X's long-term and short-term goal setting. The report can also create sustainable strategies for the organization's long-term sustainability.

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

The purpose of this qualitative study was to explore and answer the following RQs:

RQ1: Can strategic planning aid a small minority behavioral health business in developing a diversified, sustainable revenue best practices strategic plan?

RQ2: Can a small minority behavioral health business create a sustainable revenue plan?

This study's participants were the COO of Organization X and three senior leaders of this behavioral health organization. The implications of this study may assist this organization in aligning with stated organizational goals and missions to serve the noted demographic of Organization X.

Organization X is a small minority-owned community mental agency that operates in the southeast mid-Atlantic area of the United States. Organization X provides three programs that assist an underserved demographic of the region. The organization relies on one revenue source to sustain the programs, which provide to the community. The issue of sustainability is a crucial concern of small business owners, is related to profitability, and is grounded in differences in capital finance and race (Maxwell et al., 2020).

Organization X relies on a single funding stream, which dictates the course of the organization and its sustainability. As a result, the organization lacks education in

strategic planning and revenue diversification to ensure organizational goal focus and to develop a process for future sustainability.

A qualitative research method included organizational reports, economic research informational reports, semistructured interview questions, and administrative structure information. I asked a list of primary questions about organizational leadership to gain first-hand data on operational methods. Direct questions were provided to the leadership, and follow-up questions were used according to the role of the individuals on the leadership team. The interviews were 1 hour long, recorded using a media recording device, and then transcribed. The Dictate Voice application was used to transcribe the information. Then, the information was collected and analyzed for common themes and patterns. The COO provided the information. The COO is tasked with collecting the data from the department managers on program participation as they relate to participants' demographics, participant numbers, and hours of service. The COO then tracks the revenue and cost analysis of program operations. Next, the COO uses this information to monitor the program's progress and to develop ways to increase the program's revenue.

The information analysis developed into themes that could be used to provide a clear view of how this organization develops its plans to address sustainability. Thematic results emerged as strategic planning, sustainability, lack of education, unidentified strategies, and reliance on one funding source.

The results of the data analysis are presented in the following sections. The findings presented address the potential implications of the study, as well as the strengths

and limitations of the study. In addition, the potential for positive social change resulting from the study is addressed in the following sections.

Analysis, Results, and Implications Analysis

The data from the case study interviews were collected and manually reviewed for errors and completion. The information was then developed into categories and organized. The report was grouped into tables based on responses and themes. Organizational information was also developed into categories based on the Baldrige excellence framework. Literature content was developed to identify best organizational leadership practices, sustainability, strategic planning, and revenue diversification.

Table 2 shows and notes how many times the particle word or themes were presented during the interview. The words most frequently used were "strategic planning," "education," "sustainability," "revenue diversification," "mission," and "passion The higher the number, the more the word or theme was used during the interview and presented as reoccurring themes of thought by organizational leaders.

Table 2

Frequency Table of Words and Themes During Interviews

Frequency	Word	Themes
37		Strategic planning
26		Education
25	Sustainability	
15		Revenue diversification
10	Mission	
10	Passion	

The study produced consistent themes during the interview and data collection process. The themes presented were strategic planning, lack of education, sustainability,

and revenue diversification. These themes represent the limitations of the organization and the opportunities that the organization has to provide a more sustainable future. The last two themes that emerged from the research are the mission and passion of the organization to provide quality and life-changing services.

Emerging Theme 1: Strategic Planning

The organization lacks any formal strategic planning that covers long-term planning. The organization's leadership team is not currently using long-term strategic planning to address future sustainability. When asked about long-term strategic planning, the organizational leadership could not provide a definitive answer. The COO responded, "Our organization meets weekly to review leading and lagging indicators for each business sector, but we do not use this information to form a long-term plan for future sustainability." The other department manager stated that "strategic planning is never talked about or discussed during leadership meetings. The meeting provides weekly data on the current state of the programs and does not deal with much long-term planning". Minority small business owners who implement effective strategic planning practices could transform their firms and move them toward growth and progress (Rahman et al., 2018).

Emerging Theme 2: Lack of Education

The need for more education was apparent during the interview with the organization's staff. During interviews, the knowledge of revenue diversification and strategic planning was evident by the lack of responses to the questions on these subjects. For example, when discussing revenue diversification, the COO stated, "Revenue is

derived from one source, and the process of looking into other funding sources has not been put forth to be addressed."

The organization has survived during the post-COVID-19 onset due to federal assistance and other local and state grants. However, the organization has not considered or learned about different revenue diversification ways. This was after the organization was seriously crippled during the pandemic. The pandemic caused a lack of revenue due to the limited services and DMAS mandates placed on mental health service providers during the pandemic. The limitations limit clients' contact with services and entirely suspend certain services. The combination of Center for Desease Control and DMAS limitations produced a severe lack of revenue for many small minority-owned mental health agencies. Organization X has only one revenue stream, a federal and state-funded revenue source. Due to changing policies of DMAS, maintaining sustainability has presented the organization with challenges. For example, Organization X management are concerned about supply (staff) and demand (clients). Based on a general definition of business sustainability, enterprises should be aligned and efficient in managing today's market while also being adaptable to environmental changes (Ratthawatankul et al., 2015). Researchers have argued that some of the biggest challenges facing ethnic entrepreneurs included limited training, difficulties obtaining financial resources, inadequate managerial skills, and lack of financial planning (Stone et al., 2017).

Emerging Theme 3: Sustainability

The sustainability of the organization was a theme that was a significant consideration of the leadership during the interviews. The organization leaders did not

wholly understand sustainability regarding long-term planning. When asked during an interview, How would you describe the organization's sustainability in the next 10 years?, a department manager responded, "Again, unsure. If I were to give our sustainability rate in the form of a ratio, I would predict 60/40 with our organization at 40 if we continue to face the current barriers."

The organization's sustainability was a current theme among the interviewees. No one had a confident answer for the next 10 years of the organization. Other interviewees expressed concerns for the future of the organization due to current changes. The COO stated, "The pros would be the potential increase in sustainability in a volatile and unpredictable market. The con would be diluting the administration's focus and diverting from established core competencies."

This acknowledgment provided insight into the lack of focus on sustainability and more on present programming. The data collected showed that the organization put more effort into preserving current programs rather than attempting to develop new revenue sources. The organization's concentration has been on delivering Medicaid-funded programs without thinking about changing to a more diversified revenue stream. During one interview, the COO explained, "The agency is not actively seeking different funding sources but rather working on increasing the range of services offered to current sources."

The organization is reluctant to develop new sources of a diversified revenue stream. Instead, as noted in organizational data, the organization is currently focused on increasing service delivery to current clients through the same funding source. In another interview, a department manager stated,

There was and still is definite cause for concern; we are still living in a global

pandemic. The poor and sick are always hit the hardest. Both our patients and

staff contracted COVID; new mandates allowed us to do Telehealth instead of

face-to-face, which kept Organization X able to bill for services. Our revenue

pre-COVID averaged around $2M annually; however, by the end of 2020, we

were in the negative. Without assistance federally from the Paycheck Protection

Loan (PPL), we would not have survived.

Emerging Theme 4: Revenue Diversification

Organization X had no plan for revenue diversification. The organization had not

discussed or had a complete understanding of revenue diversification. The interviewees

all expressed a need for more clarification on revenue diversification. The COO stated,

"My perception of revenue diversification had different programs that brought in

revenue." The organization develops programs based on available Medicaid funding as

organizational documentation dictates.

In an interview, I asked a department manager what barriers exist when

discussing revenue diversification. The department manager stated, "We avoid entering

new markets without the adequate cash flow to fund new initiatives to stay sustainable."

The department manager continued to explain that

currently, we are in a recession with a less-than-positive economic forecast.

Besides possibly getting a federal loan through the Small Business

Administration, most federal monies are not being offered. Paying back loans

with restrictions and interest is burdensome for a small business. Further, we are

faced with many unknowns, especially due to the weakened economy and living in a world still threatened by global pandemics. It is hard to predict or navigate these barriers because of the uncertainties and having only one funding source.

Emerging Theme 5: Mission and Passion

Organization X develops programs that align with its current mission and vision. The organizational leadership is always meeting to review client needs, economic challenges, poverty levels, lack of resources, and their abilities to access those resources. According to the COO, the organization is always asking the question, "Can we bridge the gaps and meet the needs of our patients?"

As the organizational champion the COO discussed the organization's mission and vision. The COO stated,

The agency's vision and values are to improve the lives and functionality of individuals served and their families in the most transparent and therapeutically sound manner possible. To achieve this vision, the agency must remain flexible and be willing to adjust to the focus of funding sources.

Organization X's developmental vision completely disagrees with the current practices of not seeking appropriate diversified funding sources. The other department managers delivered similarly themed responses to patient care and patient needs. The mission and passion of the organizational leadership are determining factors in how the administration views its sustainability.

Client Program and Services

Organization X has three currently operating programs; two focused on children and adolescents, while the other primarily focuses on adults with mental health issues. All three programs focus on mental health issues that cause at-risk behaviors. The programs provide individual counselors to their clients and families to support cognitive behavior changes to lower the risk of at-risk behaviors. The organization also offers psychoeducational individual counseling during the crisis of clients in the programs.

The COO discussed that the current funding for the programs is all from Medicaid funding through different Managed Care Organizations (MCOs). Each MCO provides Medicaid funding through DMAS to ensure the proper distribution of funds. The COO explained that the MCOs decided the treatment limits and the amount it is willing to pay for services. For example, If an MCO feels the services are no longer needed or the services have been in place for too long, they can discontinue paying for them. The COO explained that this could lead to clients being discharged even if the client is not medically prepared or reached treatment goals established during the assessment process of the client.

The COO is tasked with collecting the data from the department managers on program participation as it relates to participants' demographics, participant numbers, and hours of service. The COO then tracks the revenue and cost analysis of program operations. The COO then uses this information to monitor the program's progress and develop ways to increase the program's revenue.

Client-Focused Results

Organization X uses multiple ways to collect data on client results. First, the organization developed outcome measures to assess the effectiveness of each service program. The tool used was explicitly detailed by each program's perimeter to note changes throughout the program compared to assessed clients during the initial service entry. This initial baseline standard was used to dictate service practices and initiate new protocols in delivering services to clients in each service program. The COO explained that charting each client's progress in a 90-day time frame allowed the organization to ensure that industry standards and patient care were aligned. The organization also used client surveys at the end of the program and 6-month follow-up surveys to note the effectiveness of each program. The COO explained that this information was used to develop organizational policy and service model changes (COO personal communication, March 2022).

Workforce-Focused Results

The information provided by Organization X indicates that it has a dedicated and professional workforce. Organization X has developed a passionate workforce through continuous training, room for advancement, and educational reimbursement for personnel. Data collected from organization X showed a continued engagement with personnel to develop skills and assist in developing new programs. An interview with a department manager provided information regarding the current strategies for creating a work-friendly environment and encouraging growth. The organization allows staff members to bring suggestions to improve or develop new service programs. The

organization has struggled in the wake of COVID-19 to maintain employees who meet the qualification for specific roles in their service programs.

The Organization is currently continuously hiring to meet industry standards and client demands. The Organization recently widened its hiring scope by advertising outside of the state to attract qualified individuals to support its efforts to develop a dynamic workforce to engage in service programs. The COO explained that the organization has struggled to add new employees at the rate they wish to due to changes by federal and state regulatory bodies that govern each service program. He further explained that the current demand for personnel to be onsite instead working remotely has made it harder to recruit personnel for the service positions available (COO personal communication, April 2022).

Leadership and Governance

Organization X's CEO, CFO, COO, and department managers make up the leadership team developing organizational standards and aligning organizational mission with industry standards. For example, the organization developed a suggestion box system approach with an open-door policy to encourage a collaborative work environment with open communication (COO, personal communication, February 2022). Although the organization has developed these standards, the organization does not provide an open platform to address workforce development issues or stakeholder engagement to inform organization policy or sustainability.

Financial and Marketplace Results

Financial information was provided on limited bases for this study. The COO explained financial reports as they related to 2020 thru 2022. Although the organization showed a decline during the onset of COVID-19, it also showed a resurgence of growth during the later part of COVID-19. The reports show that due to restrictions imposed during COVID-19, the organization was forced to limit services and close programs. The organization relies on Medicaid funding for all of its programs. This also means that it was affected by Medicaid restrictions, which significantly affected organizational revenue. The organization collaborates with outside agencies, private, state, and federal, to develop partnerships for service participation. The COO explained that they are not currently looking for additional revenue streams due to the effort and financial cost to the organization (COO, personal communication, April 2022).

Individual, Organizational, and Community Impact

During interviews, agency data, and leadership responses, challenges for the individual, organizational, and community impact a noted lack of participation due to transportation was discussed. The COO explained that it is hard to ensure service effectiveness due to transportation challenges and the consistency of most individuals in service. The COO continued to explain that it has been trying to develop a transportation system that would make it easier for an individual to maintain service participation. The COO continues to explain that all personnel working outside the offices have been provided options and alternative ways to ensure maximum service participation (COO, personal communication, April 2022).

Social Impact

The social impact could include reducing homelessness, crime, truancy, school dropout rate, removal from home, and institutionalization. In addition, clients could develop positive skills and training to identify at-risk behaviors and avoid negative behaviors, which lead to the reduction mentioned above. Successful outcomes will significantly impact crime, economic growth, educational statistics, homelessness, and institutionalizations, which can decrease spending on government funding to ensure secure facilities for individuals affected by mental health issues.

Positive Social Change

The organization has developed programs to address gaps in mental health services to the underserved communities of the southeast region of the United States. Based on a general definition of business sustainability, enterprises should be aligned and efficient in managing today's demand while also being adaptable to environmental changes (Stone et al., 2017). The results of this study may aid minority-owned small behavioral health organizations in gaining more insight into the advantages of revenue diversification, strategic planning, and sustainability. This study can also provide information on developing a more comprehensive plan to meet the challenges of a changing mental health landscape and economic uncertainty.

Globalization and increased competition have forced companies in different sectors to reconsider their strategies and management processes that affect health organizations (Machado et al., 2015). However, healthcare sustainability is still a new concept and has been discussed little (Altpeter et al., 2014). The case study notes that

organization X has not addressed future growth issues but has focused on current programming and day-to-day operations. The organization's lack of developmental education on how to develop future strategies may cause harm to the sustainability of the organization.

During the case study, Organization X's leadership expressed concerns about one-payer revenue sources and a lack of strategic planning. As a result, organization leaders needed to start a formal process to look for alternative funding sources and develop new ways to establish a sustainable strategic plan.

Strengths and Limitations of the Study

Strengths of the study were found in the ability of the organization to provide unlimited access to internal documentation, financial data, and personnel to complete the study. In addition, the organizational leaders were willing to offer acceptable accommodations for interviews and allowances for follow-up interviews. The acceptance of the study was welcoming. It allowed for a free flow of information and an unbiased approach to answering questions during the interview process.

Limitations of the process were that information on funding and the organization's strategic planning was lacking. For example, during an interview, the COO stated that no strategic planning was implemented. The COO explained that the organization has not thought about using those tools to develop revenue or other aspects of the organization. The exchange during the interview led to a discussion and explanation of what strategic planning and revenue diversification are and how they could assist in the sustainability of an organization.

A lack of knowledge was another limitation of this study. The organization was fourth coming during the study but was not fully informed of the information discussed during many interviews. The lack of developmental knowledge led to misinterpretation of the information provided, answers off the scope of questions, and materials needed to complete the study. For example, when discussing revenue diversification, the COO stated that they had many income streams. Still, in reality, when looking at the finical documentation, they had only one funding stream supporting all of its programs.

Summary and Transition

Data from three sources were collected for this case study. The data consisted of a literature review, organizational leaders' interviews, and organizational documents. The data collected was analyzed for importance to the case study topic, the effective revenue diversification of a small mental health organization. The information was then coded to note significant themes in the case study. The themes that emerged from the data analysis were strategic planning, lack of education, sustainability, revenue diversification, mission, and passion. These noted themes provided insight into the operational practices of Organization X and the practice problem. It also provided insight into potential operational gaps and potential areas of advancement to Organizational X's long-term stability. In Section 5, recommendations will discuss organizational improvements to address any noted gaps and implementation plans to assist in Organization X's continued sustainability.

Section 5: Recommendations and Conclusions

Recommendations

In this qualitative case study, critical areas of Organization X were analyzed to determine if strategic planning could aid a small minority behavioral health business in developing a diversified, sustainable revenue best practices strategic plan and if a small minority behavioral health business can create a sustainable revenue plan. During the case study of Organization X, the Baldrige excellence framework for healthcare and its criteria for performance excellence was used as a guide for this organizational evaluation. Using the Baldrige excellence framework for healthcare, special attention was used when evaluating strategic planning and revenue diversification topics, including leadership, strategy, and operations. The information gathered from this analysis of the areas above were combined with other internal documents, organizational financial records, interviews, and peer-reviewed literature.

In the case study, I identified the following themes related to effective strategic planning: strategic planning, lack of education, revenue diversification, mission, and passion. Organization X's strengths and areas of improvement were identified in this case study. The following recommendations were developed for Organization X using literature on best practices and the Baldrige excellence framework for healthcare.

Service Recommendations

Small minority businesses were affected during COVID-19 and are still feeling the effects of the pandemic. The epidemic disproportionately affected minority-owned small businesses for two critical reasons;

- Prior financial distress pre-COVID-19, or

- More likely not to be contracted by affected industries (Bain et al., 2020

This study identified the need for more leadership development, strategic planning, revenue diversification, and marketing plans to open new revenue opportunities. Organization X would benefit from the following recommendations from this study:

1. Educational development:Development of organizational leadership training and development to increase business outcomes.

2. Certifications: Organizations should gain certifications to develop a broader range of services they can offer to new revenue sources (i.e., local, state, and federal agencies).

3. Strategic planning: The leaders should create a strategic plan to organize and develop services to align service and mission statements to create a sustainable culture.

4. Branding and marketing: Organization X should create a marketing strategy and branding campaign geared towards new agencies and demographics to create a sustainable financial outcome.

Recommended Implementation

It is recommended that Organization X develop the recommendations above to enhance its sustainability. The recommended process should be developed to create a learning curriculum throughout the organization. Organization X should proceed in phases to ensure organizational saturation, learning, and change. Each of the four

recommendations should follow a pattern of 90-day implantation over a year to ensure

proper development of recommended actions. The suggested timeline is as follows:

Table 3

Recommendations and Timeline of Implementation

	Recommendations	Description	Timeline
Row 1	Education	Leadership training	Month 1-3
Row 2	Certification	Organizational certification	Month 4-6
Row 3	Strategic planning	Develop sustainable plan	Month 7-9
Row 4	Branding marketing	Develop market plan	Month 10-12

Recommendation #1: Develop Leadership Training

In Phases 1 of the recommendations, leaders will identify an organization to

provide ongoing leadership training to enhance its leadership ability to identify potential

sustainable revenue sources and opportunities to enhance organizational outcomes.

Senior leaders should be involved in choosing the outside agency to provide

organizational buy-in to increase positive outcomes of developmental training. The

training should focus on strategic planning, leadership development, and financial

strategies to aid organizational sustainability.

Recommendation #2 Organizational Certifications

In Phase 2 of the recommendations, leaders should assign a senior leader to

identify appropriate certifications to enhance service and program distribution to new

marketplace stakeholders. Leaders should look at local, state, and federal certifications to

note certifications that will allow Organization X to expand its services demographic and area saturation. Organization X should focus on gaining certifications as a minority business enterprise, small business certification, small business association mentor-protégé, historically underutilized business zones, state small women-owned, and minority-owned business, and local city vendors to enhance organizational sustainability.

Recommendation #3: Develop a Strategic Plan for Current Services Sustainability

The relationship between the formalization of strategic planning and firm performance has been noted in the literature and has been a primary driving force in the sustainability of organizations. Formalization indicates the degree to which strategic plans exist in written form (Kraus et al., 2016). Organization X should develop a strategic plan to address the organization's sustainability as a whole. The leaders should have a meeting to discuss possible avenues of long-term goals and possible outcomes. Then, the leaders should assign an individual to take recommendations from that meeting and create a sustainable long-term plan. This plan should be discussed with the management team for revisions and implantation plans. Creating formalized plans forces management to deal systematically with the goals and strategies of the organization (Kraus et al., 2016).

Recommendation #4 Branding and Marketing Development

In Phase 4 of recommendations, leaders will choose an internal or external agent to create a new marketing campaign to introduce Organization X to a new audience and marketplace. The agent should consult with internal and external stakeholders to ensure that proper branding and marketing meet the expectations of intended audiences. In

addition, the agent should include new recommendations in marketing strategies to ensure alignment with newly implemented initiatives.

Further Recommendations

Organizational X is also further recommended to create a strategy to evaluate the implantations of the recommendations. Leadership should create a 30-60-90-day plan to measure work performance, leadership development, organizational growth, and stakeholder involvement. This can be accomplished using feedback questionnaires, surveys, and annual employee reviews. It is further recommended that these four recommendations be implemented in succession to build upon one another.

Recommendations for Future Study

A literature review indicated no extensive data available regarding minority mental health providers. There are also no identifiable data sources to address the leadership of minority mental health organizations. I discovered during research that a significant amount of literature suggests that the need for minority mental health providers is growing. The need to enhance mental health diversity is a growing concern. Ethnic/racial minorities often bear a disproportionately high burden of disability resulting from mental disorders (American Psychiatric Association, 2017). There is also significant evidence that a lack of cultural understanding is a leading cause of underdiagnosis and mental illness in diverse populations: language barriers, stigmas from cultural traditions, and representation cause this. Cultural understanding alone leaves open an opportunity for further research to address this gap in the development of minority mental health organizations development and sustainability.

Dissemination Plan

The plan for disseminating this case study to Organization X is to create an organized presentation that will summarize the case study to Organization X's senior leaders. The summary will consist of findings and detailed recommendations from the case study. At the end of the presentation, a question-and-answer period will be allotted for clarification on any questions raised from the presentation.

Summary

This qualitative study aimed to explore minority-owned behavioral health organizations' lack of strategic planning and understand its impact on an organization's sustainability and viability. Literature noted significant correlations between a lack of strategic planning and minority organizational sustainability. Literature also noted that most minority-owned organizations lack proper training to identify potential revenue streams and organizational development.

The study goals were to bring information to Organization X about how the development of strategic planning can lead to the sustainability of its organization. I conducted structured interviews of senior leaders in the organization and reviewed internal data sources, including financial statements, internal memos, and organizational developmental procedures.

Assessing the organization's operational systems and organizational development led to developing recommendations to educate senior leaders in the organization leadership, gain organizational certification, develop a strategic planning system, and create a new marketing and branding campaign. This study's results could lead to future

studies in minority mental health leadership and the successful implantation of training to address this gap in the literature.

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Appendix: Executive Summary

Purpose

This qualitative case study aims to examine Organization X's funding streams and identify diversification practices; different funding approaches to enhance the funding/revenue diversification practices of the minority-owned behavioral mental health organization. Organization X is a for-profit behavioral health organization located in the metropolitan area of the Mid-Atlantic region of the United States. Organization X provides several programs to meet the needs of a diverse population aged 5 to 85. All of the programs offered are funded through Medicaid. This study aims to provide Organization X with steps to develop a comprehensive and effective strategic plan incorporating organizational sustainability efforts. The study will also provide Organization X with recommendations and literature on how to notice lending biases and operational issues that may come from financial institutions.

Recommendations

During the study, the researcher noted four recommendations to propose to Organization X;

1. Educational Development

2. Certifications

3. Strategic Planning

4. Branding and Marketing

These recommendations were developed from information gathered during the case study, peer-reviewed literature, organizational data (i.e., internal documentation), and current market trends. In addition, the ability to seek out alternative and supplemental

resources and uncover multiple funding sources are fundamental to overall sustainability (Lennox et al., 2018).

Planned Outcomes

With new implementations, Organization X can increase its organizational sustainability. Implementing new training, certification, and branding will lead to new revenue sources and product development in the coming year. This will put Organization X in a more sustainable area of operations with new stakeholders and encourage internal and external growth. In addition, these new offerings have the potential to bring in partners, which will provide sustainability and competitive offerings.