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The Impact of Funding on Organizational Sustainability of Mental Health Nonprofits in the County of Orange, California

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Walden University

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Sophia Valdez

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Walden University
2022

Abstract

The Impact of Funding on Organizational Sustainability of Mental Health Nonprofits in
Orange County, California

by

Sophia Valdez

MA, Walden University, 2015

BS, California State University, Fullerton, 2005

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

Walden University

February 2022

Abstract

There is a gap in literature regarding sustainment of mental health programs following budget reductions. Customarily, decreases in budgets have been presumed to be connected to decreases in sustainability. The purpose of this quantitative correlational study was to describe the impact that a decrease in Proposition 63 funding had on nonprofit sustainability in the County of Orange, California. In 2004, California lawmakers enacted Prop 63 to revitalize the public mental health system. The Consolidated Framework for Implementation Research was used as the conceptual framework for this study. This tool can be used to measure data in five categories; intervention, inner and outer settings, people involved, and implementation process. The primary research question was whether a decrease in Prop 63 mental health funding predicted a decrease in organizational sustainability for mental health nonprofits in the County of Orange, California. A circular systematic sampling technique was used to sample (18) participants. The primary instrument was an online survey hosted on SurveyMonkey. An inferential statistical analysis was performed using SPSS to determine relationships among the variables. The results of a chi-square test showed that there was no statistically significant relationship between a decrease in Prop 63 funding and perceived organizational sustainability; this finding was attributed to the small sample size. This study could serve as a useful tool to understand whether governments may improve organizational sustainability by providing additional funding leading to positive social change. Future researchers could increase recruitment to encourage a greater sample size to ensure result validity.

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Dedication

I dedicate this dissertation to my husband, Jesse; sons, Jake and Mateo; sister, Carrisa; and mom and dad. Without your continuous support and unwavering love, the completion of this research would not have been possible.

Acknowledgments

I would like to acknowledge my dissertation chair, Dr. Wilson, her guidance carried me through this entire process and beyond. Thank you.

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Chapter 1: Introduction to the Study

Since 2008, the U.S. government has made detrimental cuts in funding in 46 states (Johnson et al., 2011). Health and human service nonprofit organizations generally impacted by these cuts include programs serving children and those experiencing homelessness (Johnson et al., 2011), as well as programs focusing on prevention and intervention (P&I). In November 2004, California lawmakers enacted Proposition 63, which is also referred to as the Mental Health Services Act (MHSA) (MHSA; California Department of Education, 2017). The funds for the MHSA are generated by placing a 1% tax on income exceeding \$1 million; as of 2016, this act has generated \$8 billion (Mental Health Services Oversight & Accountability Commission, 2016, para. 1). The intention of establishing these funds was to revitalize the public mental health system to provide a wider range of prevention, early intervention, and treatment services (California Department of Education, 2017). Lawmakers also wanted to create a mental health system driven by families or clients, cultural proficiency, collaborative efforts throughout the community, and service additions while emphasizing wellness, recovery, and resilience (California Department of Education, 2017, para. 1).

The State of California in conjunction with the Mental Health Oversight Accountability Committee awarded funds to the County of Orange to implement the following components of MHSA in the community: capital facilities and technology; community services and support, housing, innovation; and prevention and early intervention and workforce education and training. The County of Orange allocated 20% of its total MHSA funding to the prevention and early intervention component (OC

Health Care Agency, 2017). The prevention component of the County of Orange MHSA plan includes collaborating with organizations that prevent current or further development of detrimental emotional, behavioral, and mental health disorders (OC Health Care Agency, n.d.). Early intervention components focus on families or individuals who need low level interventions for a short time so that their mental health will improve, preventing mental health issues from worsening.

The five key efforts focused on in the P&I plan include discrepancies in mental health services access, psychosocial impact, at-risk target populations, stigma, and suicide within the three following service areas: community-focused, school-based, and system enhancements. Leaders of P&I offer 28 different programs throughout the County of Orange to combat mental illness (OC Health Care Agency, 2017). From 2008 to 2010, the County of Orange requested \$31,146,234 in funds to provide P&I services (OC Health Care Agency, n.d.). After restructuring the plan in 2012, the estimated available funding for P&I in 2017 to 2018 was \$63,027,454, while that number decreased to \$55,939,580 in 2018 to 2019, dropping again to \$48,851,706 in 2019 to 2020 (OC Health Care Agency, 2017). With the drop in funding, many P&I programs were combined or eliminated. In 2013 to 2015, agreements awarded to organizations that provided services increased, while funding levels decreased, indicating that less funding was awarded to each organization (Valdez, 2017). Studies have shown that with decreased funding, organization leaders struggle to provide similar levels of services to end users (Valdez, 2017).

Research on the impact, if any, that a decrease in Proposition 63 funding had on organizational sustainability and strategy in the County of Orange, California, may contribute important knowledge to the literature on the sustainment feasibility of mental health programs. Traditionally, decreases in organizational budgets have been presumed to be connected to a decrease in organizational effectiveness and sustainability (Mosley, 2012). However, there is a lack of evidence regarding the effects of decreased Proposition 63 funding on the sustainability of mental health programs in California. With more data on the relationship between funding and nonprofit organizations, policy makers may be able to make more informed decisions regarding the allocation of funds for services. In this chapter, I provide an overview of the study, which includes background information, the problem statement, the purpose of the study, and research questions (RQs) and hypotheses. I also provide overviews of the conceptual framework and nature of the study; define key terms; and discuss the assumptions, scope and delimitations, limitations, and significance of the study. The chapter concludes with a summary of key points.

Background

Funding for mental health, especially nonprofits providing mental health services, is scarce (Streckewald, 2010). To address these concerns, governments and local communities have partnered to create P&I programs to provide literacy, enrichment, and safe constructive alternatives for stakeholders. Regarding Proposition 63, lawmakers designed the funding to (a) maintain existing programs and (b) provide eligibility for mental health programs to California residents (California Department of Education,

2017, para. 1) . Financial overseers should not dictate the programs or services being offered but should promote them, according to Mosley (2012). Although I focused on P&I nonprofit organizations in the County of Orange, the research may be applicable to other researchers. To deepen the findings, future researchers should examine more varied populaces, crowded regions, and other nonprofit associations.

Advocacy and financing were identified to be parallel with sustainment as there would be no services to manage without the financial assets to bolster them. Mosley (2012) found a high rate of organizational program advocacy when compared to the level of financial backing by funders. Other research indicates that sustainment across nonprofit associations could be measured utilizing the consolidated framework for implementation research (CFIR) and Sustainment Monitoring System (Palinkas et al., 2016). Researchers have used the CFIR to measure data in all five categories instead of focusing on one area; intervention, settings for implementation, inner and outer settings, people involved in implementation, and the process of this implementation (Palinkas et al., 2016). In this study CFIR was used as a framework to test the hypotheses that the organizational structure at nonprofit organizations was related to funding.

Problem Statement

The decrease in contract-awarded funds to nonprofit organizations can lead to lower organizational advocacy, diminished business sustainment, and decreased program effectiveness of these organizations (Mosley, 2012). However, maintaining accountability of these nonprofits during funding issues is a concern to those who provide funding (Gazzola & Ratti, 2014). This problem impacts mental health nonprofit

organizations because organizational sustainment is affected by government funding (Palinkas et al., 2016). One influence that causes this issue is the ability to maintain sustainment of programs across time while funding is decreased (Palinkas et al., 2016). The literature reviewed for this study shows that CFIR can be used across programs to establish sustainment and the creation of a new measurement system to monitor progress (Palinkas et al., 2016). None of the literature reviewed showed sustainment feasibility of strictly mental health programs from a funder's perspective, however. In conducting this study, I sought to address this gap in research. Findings from this study may show alternative ways for government officials in the County of Orange, California, to revise funding in ways that benefit stakeholders.

Purpose of the Study

The purpose of this quantitative correlational study was to describe the impact on organizational strategy, specifically regarding organizational sustainment, that a decrease in Proposition 63 funding had on mental health nonprofit organizations in the County of Orange, California. I surveyed leaders of nonprofits affected by changes in funding to develop an understanding of sustainment changes regarding funding over a period at the county level. Information from the study may be useful in instances where funding levels are decreased due to necessity; in these situations, government leaders can use the study findings to learn how organizational leaders can continue to provide services at a comparable quality level with lower levels of funding. Local government leaders should not assume, however, that the organizations are unsustainable or not worth supporting to the degree to which the budget allows.

Research Questions and Hypotheses

I derived the following RQs and hypotheses from a review of the existing literature on sustainability, Proposition 63 funding, and nonprofit organizations in the County of Orange, California:

RQ1: To what extent does a decrease in Proposition 63 mental health funding predict a decrease in organizational sustainability for mental health nonprofits in the County of Orange, California?

H_{a1}: A decrease in funding to nonprofit organizations in the County of Orange, California will significantly predict reduced organizational sustainability for those nonprofit organizations.

H₀₁: A decrease in funding to nonprofit organizations in the County of Orange, California will not significantly predict reduced organizational sustainability for those nonprofit organizations.

RQ2: To what extent does an increase in Proposition 63 mental health funding predict an increase in organizational sustainability for mental health nonprofits in the County of Orange, California?

H_{a2}: An increase in funding to nonprofit organizations in the County of Orange, California will significantly predict increased organizational sustainability for those nonprofit organizations.

H₀₂: An increase in funding to nonprofit organizations in the County of Orange, California will not significantly predict increased organizational sustainability for those nonprofit organizations.

Conceptual Framework

I used the CFIR as the conceptual framework for this investigation. Damschroder et al. (2009) combined 19 theories in developing the CFIR. This all-encompassing methodology entails five primary categories: intervention, settings for implementation, inner and outer settings, people involved in implementation, and the process of this implementation (Palinkas et al., 2016).

An intervention consists of adaptability, the strength of evidence and quality, and cost (Palinkas et al., 2016). Settings include outer and inner. As Palinkas et al. (2016) noted, outer settings consist of individual characteristics, external policies, and incentives. Inner settings consist of communications, networks, and structural characteristics. People involved consist of self-efficacy, attributes, and intervention beliefs. Lastly, the process consists of planning, executing the plan, and reflecting on the plan. Other researchers using CFIR have shown a correlation between behavioral changes, interpersonal rapport, and community partners (Palinkas et al., 2016).

Researchers can use the CFIR to measure data in all five categories instead of focusing on one area. For this reason, I used the CFIR as an implementation framework to test the hypotheses that the organizational structure at nonprofit organizations was related to funding. Furthermore, I used the CFIR to develop relevant RQs and shape the survey questions sent to participants to provide a deeper understanding of nonprofit implementation processes.

Nature of the Study

The purpose of this quantitative correlational study was to describe the impact on organizational strategy, specifically regarding organizational sustainment, that a decrease in Proposition 63 funding has on mental health nonprofit organizations in the County of Orange, California. Mosley (2012) stated that a reliance on government funding was associated with increased advocacy work by the organization. A quantitative correlational design was appropriate for the present study because I focused on determining the relationship between organizational funding levels and organizational sustainability from organizational leaders' perspectives. I examined changes to funding levels, as measured by dollars, to show to what degree those funding changes correlated with organizational leaders' perceptions of organizational sustainability.

The independent variables for the present study included a decrease in Proposition 63 mental health funding, the number of years as a nonprofit, population served, number of employees, and services provided. The dependent variable included subjective measures of perception on organizational sustainability for mental health nonprofits leaders. I collected data from mental-health nonprofit organizational leaders in the study area, as identified by public record organizational data. Inferential statistical analyses were performed on data using Statistical Package for the Social Sciences (SPSS) software.

Definitions

Funding: Monetary commitment or expenditure made by the federal government to an agency for the purpose of conducting its operations (Mcintyre et al., 2017).

Intervention: Actions, policies, or programs designed to interrupt or improve individual behaviors or circumstances for the betterment of the individual (Franz et al., 2019).

Nonprofit: Organization in which staff conduct activities for the benefit of the public without a profit motive (Jaskyte et al., 2018).

Organizational strategy: Actions and long-term vision that an organizational leader intends to employ to achieve the organization's long-term mission statement and objectives (Moldavanova & Wright, 2020).

Organizational sustainability: Degree to which an organization has the capacity to last through time (Lopes et al., 2017).

Prevention: Acts taken to change outcomes or intercede in probable outcomes (Sharkey et al., 2017).

Assumptions

I assumed that when completing online surveys, participants were honest and forthright when providing their financial data, organizational strategies, and sustainment information. I used numbers to identify participants and took other measures to preserve confidentiality. I believe that participants were aware that their answers should not influence their working relationships, thus reducing the chance that they would feel the need to be dishonest in their responses. Though this action could not ensure honest responses from participants, it did, I believe, remove barriers to honesty, such as fear of anxiety from employees, retribution from organizational higher-ups, or perceptions of organizational instability.

A second assumption was that the participating nonprofit organizations would continue to be government funded, with no drastic drops in funding, during the study. Funding has been cut in the past. With current administration, funding cuts are uncertain, with no feasible timeline of budget proposal approvals for this fiscal year. The assumption was that nonprofits in the study would not lose funding and have to shut down and would continue to provide services throughout the data collection.

Scope and Delimitations

I had a fixed scope by focusing on nonprofit organizations in the County of Orange. Delimitations or determining factors of the study included that the study included only nonprofit organizations located in the County of Orange, California, that received government funding. In addition, the study was delimited to include only nonprofits that provided P&I services to the community. The applicability of the results is constrained based on the location and funding sources and types of services provided by the included organizations. The study results might not be applicable globally or to other types of organization outside the delimited scope.

Limitations

The study was limited by the study's geographic range. The only nonprofits considered in this study were in the County of Orange, California, limiting the pool of available organizations from which to extract data. This limitation resulted in both restricted applicability of the study results and limited availability of study participants. Though this limitation means that the study results are not applicable to all nonprofits in the United States, it allowed for a more targeted comparison of organizations and funding

sources specific to this area. I restricted the study focus to the County of Orange to manage this limitation. Future researchers can pull from a broader pool of representative organizations nationwide to understand the relationship between funding levels and organizational sustainability.

Significance

Like many individuals in the United States, the people of Orange County experience a shortage of health and human services, as expressed through moderate to high levels of individuals who cannot benefit from health and human services going untreated (OC Health Care Agency, 2017). These individuals experience mental and physical health crises that are costly to the county and sometimes disastrous for the individual (OC Health Care Agency, 2017). Some incidences may be prevented by offering adequate access to services. According to the Mental Health Services Oversight & Accountability Commission (2016), over 2 million Californians are affected by mental illnesses every year. There were insufficient services available to assist those experiencing mental health challenges. Without access to care, individuals with mental illnesses are more likely to become homeless, negatively impacting both the lives of the individual and the communities of the County of Orange (OC Health Care Agency, 2017).

Homeless individuals with untreated mental illnesses are more likely to enter emergency rooms for preventable mental and physical ailments, costing jurisdictions far more than it would have cost to treat them with preventative measures (OC Health Care Agency, 2017). Additionally, responding to individuals in mental health crises drains

police department resources and puts additional stress on the individual. With absent or limited funding, mental health nonprofit staff see fewer patients, and some untreated patients enter hospitals, jails, or the streets. Sparse or erratic funding can cause a positive and negative impact on constituents who use services provided by organizations. Without adequate funding levels, organization leaders often must assist fewer individuals or provide fewer services to individuals with whom they do assist (Mental Health Services Act, 2020). A decrease in funding hinders community employment and county well-being. With more data on the relationship between funding and nonprofit organizations, government leaders may be able to make more informed decisions regarding the allocation of funds for services.

This research is important to public policy because it may inform decisions regarding sustaining or allocating additional funds to nonprofit organizations by correlating whether a loss of funds is associated with a decrease in business sustainability. Research shows that funding loss can affect the employment rate of the community, well-being of adults and children, and services provided by the organization (Mental Health Services Act, 2020). This research may foster social change at the government and community level by making this issue more visible and providing government leaders with findings that they can use when making funding decisions. These changes may better serve stakeholders and communities by improving social welfare. This area of study lends itself to further research about budget and appropriations at a national level. If those in charge of national funding for nonprofit organizations providing services like those in this study recognize a correlation between

funding and loss of services to increased crime, they may be more likely to allocate additional funds to prevent crime and sustain services within that community.

Summary

Through a review of literature, I found that continued or increased funding directly affected the chances that a nonprofit organization would sustain and continue to serve its community (Gazzola and Ratti 2014). Governmental funding is essential for nonprofit survival (OC Health Care Agency, 2017). Leaders should allow an organization the chance to work on other areas to grow and promote its services instead of focusing on how they would receive additional funds in time of budget cuts by applying for grants and other funding opportunities. A sustainable organization leads to increased community morale and greater P&I efforts in the county.

In Chapter 2, I review the existing literature on the correlation between decreased funding and sustainability in nonprofits and on P&Is. The chapter begins with an in-depth review of CFIR, the theoretical basis for this research. Reviews of other factors that contribute to or hinder organizations' sustainability and the role that funding plays at this level are also included. The chapter concludes with a consideration of the implications of previous research for the present investigation.

Chapter 3 includes an overview of the methodology I used to answer the RQs. In the chapter, I explain why I used chi-square analysis was the appropriate to test the study's hypotheses. The chapter also includes information on the sample population, procedures, ethical considerations, assumptions and limitations of the research, measures, and analysis of the data. Chapter 4 contains a review of the RQs and hypotheses and a

presentation of the results based on an analysis of the data. In Chapter 5, I summarize the research and discuss its potential uses for future governmental decisions.

Chapter 2: Literature Review

Introduction

There is a need to explore the relationship between sustainment and mental health within nonprofit organizations, especially those organizations providing P&I services to the community. Previous examinations of CFIR have shown that interpersonal connections among the public and their corresponding community partners create different behaviors at the organization (Palinkas et al., 2016). I assessed the same relationship between sustainment and funding at the nonprofit level in this investigation. Using the theory-based CFIR model, I researched the capability of the CFIR to cultivate innovative principles regarding sustainment procedures and funding. My focus was on nonprofit organizations that had received Proposition 63 funding in the County of Orange, California.

CFIR is a quantitative implementation research methodology that intertwines five central implementation classifications: involvement, inner surroundings, outer surroundings, persons, and the process (Palinkas et al., 2016). Researchers studying sustainment can use all five CFIR groups, if data provide awareness of where fluctuations in these classifications occur, then a researcher can use the CFIR to analyze other contributing sustainment factors. This chapter includes a review of research on the relationship between sustainability and funding in nonprofit organizations. The review of the literature challenges some assumptions in these areas. The chapter culminates with an explanation of how this study addresses the gap in the literature.

In this chapter, I review the CFIR theory, specifically in its five central classifications: involvement, inner surroundings, outer surroundings, persons, and processes (Palinkas et al., 2016). The RQs established themes between sustainment and funding. I used the research design and methodology to recognize and analyze these themes in an impactful manner.

Literature Search Strategy

I searched the literature using Google Scholar search engine and databases accessible through the Walden University library: SAGE Journals, EBSCO Academic Search Complete, JSTOR, and ScienceDirect. The search terms used to conduct the literature search included funding, nonprofit, not for profit, Proposition 63, mental health, prevention, intervention, sustainment, CFIR, County of Orange, grants, contracts, and government. Sources were selected for inclusion in the literature review based on relevancy and recency; I prioritized sources published within the last five years of the beginning of this research, as well as seminal and theory-articulating sources to ensure that the literature review reflected current understandings in the field. Given the general lack of research relevant to the focus of the current study, the search yielded relatively few results. I continued researching sources until extensive searching stopped yielding relevant studies for inclusion in the literature review.

Conceptual Foundation

Palinkas et al. (2016) studied organizational sustainment improvement for supporting prevention programs and initiatives funded by government, community, and foundational sources. The authors implemented a qualitative and quantitative analysis of

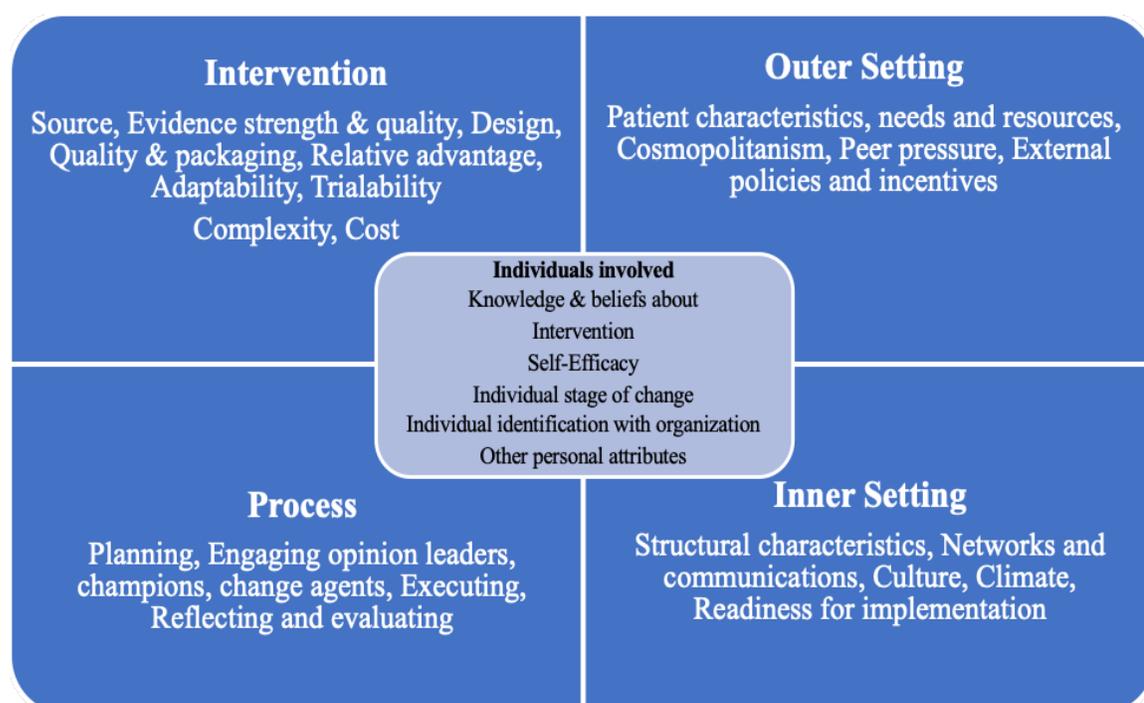
10 grantees supported by funding from one of the following programs: substance abuse, suicide prevention, and prevention of aggressive/disruptive behavior. The researchers identified the crucial components of variable relationships related to organizational sustainability. Phase 1 consisted of ethnographic fieldwork guided by the CFIR in 10 sites across the programs and analysis of historical administrative data to measure grantee performance. The researchers used the CFIR to establish what sustainment meant across the programs. Phase 2 involved creating a new measurement tool by incorporating data from Phase 1. Phase 3 involved collecting and analyzing Substance Abuse and Mental Health Services Administration grantees to validate the measure of progress toward sustainability.

The CFIR includes Rogers's diffusion of innovations theory and Greenhalgh et al.'s identification of constructs based on their meta-narrative review of several studies published in various fields (CFIR Research Team, Center for Clinical Management Research, n.d., para. 15). This umbrella methodology for implementation consists of five overarching categories: intervention, settings (both inner and outer) used in implementation, individuals used in implementation, and the process of implementation (Palinkas et al., 2016). Intervention consists of adaptability, outer settings consist of individual characteristics, inner settings consist of communications, and people involved consist of self-efficacy (Palinkas, et al., 2016). CFIR processes consist of planning, executing, and reflecting on the plan. CFIR researchers have shown a correlation between behavioral changes and community (Foster et al., 2020; Palinkas et al., 2016).

Researchers can use the CFIR to measure five categories instead of one (see Figure 1). They have used the CFIR framework to explore how leaders of nonprofits and third parties structure their organizations to provide efficient health and well-being services. For example, Foster et al. (2020) used a CFIR framework to show barriers and facilitators to third party, nonprofits operating in health and human services.

Figure 1

Consolidated Framework for Implementation Research



Note. Adapted from “Measuring Sustainment of Prevention Programs and Initiatives: A Study Protocol,” by A. Palinkas, S. Spear, S. Mendon, J. Villamar, J. Valente, C. P. Chow, J. Landsverk, S. Kellam, and C. Brown, 2016, *Implementation Science*, 11, p. 5. Copyright 2016 by A. Palinkas, S. Spear, S. Mendon, J. Villamar, J. Valente, C. P. Chow, J. Landsverk, S. Kellam, and C. Brown. Adapted with permission (see Appendix A).

Regarding sustainment, researchers can use the CFIR to measure variables against all five categories. If data included in the study offer insights into where changes occur in

each category, then a researcher can use the CFIR to test factors leading to sustainment. Researchers who have used CFIR have shown that interpersonal relationships between community stakeholders and community partners influence new behaviors (Palinkas et al., 2016). Conversely, diffusion of innovations and social learning theorists have completed provided information to show how trusted individuals in one's social circle and access to information influence innovative adoption practices. In another example of a study based on the CFIR, Damschroder and Lowery (2013) evaluated a large-scale public health program on weight management. Damschroder and Lowery assessed 31 CFIR constructs and found that 10 were associated with high performing programs, not low performing programs. The most relevant constructs were related to inner settings (networks and communications, catalysts for change, relative priorities, goals and feedback loops, a culture of continuous learning, and high levels of engagement from leadership). Three constructs were related to other categories, such as intervention and outer characteristics.

During Phase 1 in their investigation, Palinkas et al. (2016) solicited two to three grantees from each program. Sites were selected purposefully to reflect a diverse sample. During a site visit, interviews with key partners were conducted based on their levels of engagement (two engaged and two not engaged). Additionally, all participants were asked to complete a brief questionnaire with questions related to types of interactions between members. The 1-hour interview consisted of three parts: semistructured questions related to implementation and sustainment program experience, free list exercises, and a template of CFIR components. The researchers used the CFIR to

establish what participants wanted to sustain, if they thought it was sustained, and their rankings of sustainment levels. Interviews were digitally recorded and then transcribed. Notes were compared to ensure accuracy by at least two research team members. Each researcher reviewed and prepared a summary of their initial impressions and assigned codes based on sustainment priority.

Two researchers matched and independently coded codes (Palinkas et al., 2016). Based on this outcome, Palinkas et al. (2016) used computer software to generate treelike patterns to analyze priorities and categories. Next, free list characteristics were analyzed by counting the number of participants who mentioned items and ordering based on frequency. Multidimensional scaling was used to identify unique and common themes. Last, a matrix was developed to identify factors that influenced the likelihood of organizational sustainability.

Phase 2 consisted of using data from Phase 1 to analyze components of sustainability, which were similar across the field and components specific to unique programs (Palinkas et al., 2016). Palinkas et al. (2016) identified data pertaining to sustainment not normally collected by comparing the matrix from Phase 1. Next, they developed a prototype measurement tool using elements from Phase 1 considered relevant.

Phase 3 of Palinkas et al.'s (2016) investigation included 21 grantees funded by a Suicide Prevention Program, 53 states and tribes, additional miscellaneous 35 grantees, and 120 STOP Act grantees ($N = 230$). Eligibility included the following components: currently funded or funded in the past 2 years in one of the key programs, submission of

an annual report in the past year, and project expectation to end in the grant period.

Eligible participants were invited to complete a web survey that consisted of questions relating to the sustainment estimation framework. These were examined on one- and two-dimensional models, and measured on 3- to 4-point scales to determine the item response theory. Bifactor models for the item response theory were used to place each item on a common factor scale and then place each factor on a subdimension of the Substance Abuse and Mental Health Services Administration based on how it was pertained.

Palinkas et al. (2016) stated that this work was applicable across state, federal, and local initiatives. I used the CFIR as a theory-based model to develop new theories relating to sustainment practices. The framework provides a way to indicate what is needed to maintain nonprofit sustainment based on contracts awarded.

Literature Review Related to Key Variables and/or Concepts

Funding and Mental Health Programs

Mental health programs' continuity of care in Ontario, Canada was studied over a 4-year time span in the study conducted by Dewa et al. (2010). Dewa et al. researched how changes to these programs were affected by new funding. The researchers incorporated mixed-methods research for this cross-sectional study. Dewa et al. conducted semistructured telephone interviews with agencies, stakeholders, and programs involved in the funding allocation process. The researchers then obtained data related to the program enrollment at baseline, 12 months, and 24 months. Clients had to remain open to being contacted by an interviewer, able to understand and provide written informed consent, provide up to date telephone information, and live in the community to

be eligible for participation (Dewa et al., 2010). In 2005, an interviewer found that of 511 clients, only 203 were eligible to participate; thus, 50% of eligible participants ($N = 203$) were interviewed successfully. In 2006, the interviewers found that of 902 clients, only 324 were eligible to participate; thus, 57% of eligible participants ($N = 324$) were interviewed. In the final year of the study, 2007, the interviewers found that of 1,212 clients, only 401 were eligible to participate; thus, 33% of eligible participants ($N = 401$) were successfully interviewed.

The conducted interviews measured continuity of care, appropriateness of services, service accessibility, and service timelines (Dewa et al., 2010). The six dimensions were then examined using a service needs profile form developed for use in community planning (Dewa et al., 2010). Analyses of the interview transcripts were first reviewed by a researcher and then implemented using an analysis template. This template was designed so that a summary of each interview and narrative of events could be provided easily. The transcripts were analyzed using grounded theory and a dimensional analysis approach. The statistics used to determine continuity of care were descriptive indicators. The authors reported an all-around increase in clients enrolled in the study from 2005 to 2007. Regarding the measurement of continuity of care, the following was observed: appropriateness (2005 = 32%, 2006 = 19%, 2007 = 16%), accessibility (2005 = 35%, 2006 = 19%, 2007 = 12%), timeliness (2005 = 37%, 2006 = 21%, 2007 = 18%), comprehensiveness (2005 = 28%, 2006 = 17%, 2007 = 15%), and coordination (2005 = 20%, 2006 = 16%, 2007 = 11%).

Dewa et al. (2010) completed a mixed-methods study published in a peer-reviewed journal. The authors described the study rationale, reviewed selected design methods, presented results, and gave a detailed discussion of the findings. One bias noticed was that the clients interviewed only consisted of people participating in court support programs and early intervention programs. Although this factor might be a hinderance in other studies, it was beneficial to this one, as nonprofit leaders surveyed offered programs in P&I. The authors stated that a major limitation was the lack of generalizability, meaning programs used for this study might not be all encompassing of all programs offered in the area (Dewa et al., 2010). A second limitation was that case managers were asked to refer clients. Thus, the case managers might not have reported clients with poor continuity of care and experiences (Dewa et al., 2010). Dewa et al. (2010) found that adding new money to the system could increase client continuity of care and that there was an increase of continuity of care by clients enrolled in wrap-around programs.

Funding, Nonprofits, and Advocacy

Often organizational advocacy is associated with funding. Mosley (2012) discussed how Chicago nonprofit organizations that focused on reducing and preventing homelessness among a specific population continued to fight for funding. Mosley provided an in-depth look at the qualitative connection between funding from the government and advocacy goal achievement. Mosley qualitatively studied 84 Chicago cities nonprofit 501(c)(3) organization leaders who provided homeless services as one of their top services offered. Research data were acquired from 42 executive director

interviews based on the understanding that they understood the homeless advocacy goals of their organizations. Key to this study was withholding the definition of advocacy from the researcher to the participants; Mosley wanted to determine each's own meaning for a better understanding of what executive directors believed of advocacy versus the general academic definition of it. The three qualitative RQs presented in this article included the following: How does funding reliance affect goals of advocacy, how is funding positively associated with advocacy, and does the award of funding affect advocacy tactics?

In answering these questions, Mosley (2012) investigated and explored how norms in advocacy nonprofits were affected by a reliance on government funding. Mosley proposed that an increased need of funding would provide incentives for organizations to encourage policy changes or policy advocacy. The researcher further speculated that a drive for funds would lead to organization leaders matching their goals to the goals of the funding agency. Mosley clarified how the resource dependence theory lent itself to the continued understanding of how funding was related to advocacy motivations by asserting that nonprofits and other organizations would work to increase assurances of funding by influencing the source of that funding.

The 42 executive directors, semistructured, face-to-face interviews were conducted, recorded, transcribed, coded, and downloaded into IBM SPSS. Mosley (2012) used inductive and deductive coding techniques that were theory driven to code multiple times. The primary data analysis consisted of a theoretical explanation regarding advocacy behaviors at organizations, then revising those theoretical explanations with themes found in the data (Mosley, 2012). This step allowed the indication of advocacy

groups throughout the nonprofit subsamples, and Mosley (2012) saw these subsamples as a reflection of the entire study.

The researcher used negative case analysis to add insights from data variations. The age of participating organizations ran from 4 to 68 years; the average age was 22, and the median age was 19 (Mosley, 2012). Advocacy was the dependent variable, with funding as the independent variable. Organizations included in the research were of different sizes measured by annual expenditures, ranging from \$7,000 to \$11 million, with a mean of \$3,447,122 and a median of \$1,603,824 (Mosley, 2012). Moreover, 83% of participants were partially or fully funded by the government; of these, Mosley (2012) found a high rate of policy advocacy. The codes used during data analysis to determine each organization's evidence of advocacy included time spent on advocacy, executive advocacy involvement, and number of contacts regarding advocacy. Thirty-six percent of participants had low-level involvement, 24% had medium level involvement, and 33% had high level involvement (Mosley, 2012), indicating that no matter the level of funding from the government, all organizations were almost equally involved in advocacy.

Accountability, Transparency, and Sustainability at Nonprofits

A growing concern stems from holding nonprofits accountable and ensuring their transparency. Gazzola and Ratti (2014) determined whether accountability problems, transparency problems, or deficit issues existed in the third sector in Italy. Gazzola and Ratti stated that leaders of these organizations were obligated to maintain transparency and accountability to their stakeholders. Gazzola and Ratti described nonprofit transparency as being open, honest, and communicative about leaders' missions. This

study stated organization leaders can employ accountability and transparency to build trust, understanding, and visibility. These quantitative researchers study developed the definitions of transparency and accountability (Gazzola & Ratti, 2014).

Gazzola and Ratti (2014) also explored a sustainability report for use as a communication tool and found that annual reports increased transparency. The authors analyzed the top 100 nonprofits for accountability and transparency. The authors explained that the dependent variable in this study was transparency, and the independent variable was a sustainability report. Income tax funds collected in 2010 from the top 100 nonprofit organizations equaled €97.250.812,20 (Gazzola & Ratti, 2014). In 2011, the amount received increased to €100.048.590,40 for the same group of 100 (Gazzola & Ratti, 2014). After the data were collected, the authors researched if these organizations published sustainability reports or similar reports on the web. The results showed an increase of reports published from 64% to 67% during 2010 to 2011 (Gazzola & Ratti, 2014).

Gazzola and Ratti (2014) concluded that as more funding was awarded to these nonprofits, the levels of transparency, accountability, and publishing of sustainability reports increased. Publishing a sustainability report or similar was useful for measuring an organization's transparency as it would show financial and social outcomes for the nonprofit to its stakeholders, often providing useful and insightful data about the organization. The public gains confidence, trust, and visibility from this level of transparency they are funding, which will only increase funding opportunities in the future.

Gazzola and Ratti (2014) presented important information regarding the need for transparency and accountability useful in this research. It seemed that as funding increased, transparency, accountability, and sustainability would increase as well. Future researchers may use this information to study the level of transparency and accountability enforced at all funding levels.

Needs of Nonprofits

Stoecker (2007) studied how nonprofit leaders used data and the challenges faced managing data and conducting research in Toledo, Ohio in 2004. The author identified that nonprofit organization leaders collected data of a large-scale variety but did not use these data or provide such data to neighboring organizations that might find it useful. Stoecker conducted a qualitative assessment of surveys, in-depth interviews, research training, and a pilot database from 2003 to 2004. In 2003, the author created a nonprofit focus group to examine organizational needs. Based on the focus group results, this research project was initiated. First, a core group of seven was established and met monthly. This group assisted in shaping questions, study participant recruitment, and data analysis. Early on, this core group decided to focus on small and medium nonprofits, thinking that these sized groups would be in the most need of resources to manage and collect data (Stoecker, 2007). The group decided that the research would consist of a survey of Toledo nonprofit organizations. The survey booklet handed out to the study participants had 18 questions, with 164 possible responses, taking 15 to 20 minutes to complete. Nonprofits were selected using a nonprofit organization database ($N = 432$); of these, five asked to be excluded and eight not to be contacted, leaving the remaining

number as 419 individuals participating. Of the surveys sent, 19% ($N = 80$) were returned for analysis.

Stoecker (2007) learned that leaders of most of these organizations collected data at the city and county level, foregoing the neighborhood level. Stoecker stated that researchers did not normally request neighborhood information during data collection. The author also stated that data were collected on a wide array of topics; in addition, he noted that a standardized data collection process was missing, which might have made it more difficult for organizations to share information with each other. Implications for further research on this topic were not shared, but Stoecker did mention ways to further his own research in the future, stating ways to use existing data and data collection efficiency. Although the author did provide background information on the study, he was not explicit on how his findings tied together to the initial RQ. He also did not provide any study biases and literature reviews. There was minimal discussion of the methodology. Although the article results were vague, the booklet used to conduct the survey was useful for this research as a guide on how to communicate with nonprofit organizations.

Nonprofit Financial Factors

Waniak-Michalak and Zarzycka (2015) studied how financial information of nonprofit organizations affected donations received and if donors used financial and nonfinancial data to donate. These quantitative researchers used the econometric model and surveys to determine that Polish donors made limited use of financial data in the donation process, and nonfinancial data played a larger role in making decisions to give

charitable donations for donors. The purpose was to show how financial indicators impacted nonprofit revenue and the motivators behind such charitable contributions (Waniak-Michalak & Zarzycka, 2015). The researchers used an econometric model to assess how information was presented in financial statements. The timeframe of the study was 2006 to 2010, consisting of 84 nonprofit organizations in Poland (Waniak-Michalak & Zarzycka, 2015). The author used the research hypotheses to identify determinants of donor donations. Important was the variables in the data as these had a 1-year lag; donors often evaluated nonprofit organizations based on the prior years. The study's survey was aimed at verifying results from the equation estimation to determine what variables donors considered important when donating. There were 250 nonrandom participants in the survey consisting of students and employees. Moreover, 91% of surveys were analyzed ($N = 229$). Waniak-Michalak and Zarzycka (2015) presented the following findings: 26.2% of donors wanted to see financial information, 68.56% wanted to see financials but did not use it in their decision-making process, and 5.24% were not interested in financials.

Waniak-Michalak and Zarzycka (2015) did not note any challenges with their study. However, I found these outcomes useful to my study. I recognized the findings being important to nonprofit donations to prove requirements of nonprofit organizations further for continued funding by the private sector.

Gap in the Literature

There is an absence of data when researching the effect government funding has on organizational strategy at the nonprofit level. Past research has shown that

organization leaders spend much more time on advocacy when they rely heavily on government funding (Mosley, 2012). Although numerous researchers have provided insights into this problem, most have done so singularly focusing on one organization, missing data from numerous nonprofits throughout the community, and often focusing their research on only a few participants. Dewa et al. (2010) considered mental health programs and left out nonprofit organizations that provided services for poverty, homelessness, and P&I. Palinkas et al. (2016) only researched organization leaders who offered services for substance abuse and prevention, specifically prevention of aggressive and disruptive behaviors. Mosley (2012) researched Chicago homelessness while leaving out all other services. Most researchers focused on one or few aspects; thus, it was difficult to associate any loss of funding to a lack of nonprofit organizational strategies, indicating my study would be valuable. Although many nonprofit organizations were absent, one emerging theme found in all the current data was that a lack of funding was directly correlated to a lack of services, less organizational strategies, and lowered sustainment at these organizations. I conducted this study to contribute new knowledge on the relationship between nonprofit organizational strategies and organizational sustainability, specifically as it relates to mental health nonprofits.

Summary and Conclusions

Mosley (2012) researched 84 Chicago nonprofit organizations that primarily offered homeless services to show how these organization leaders correlated funding from the government to advocacy using qualitative research. Mosley answered three questions regarding organizational advocacy and funding to show (a) the effect capital

had on promotional objectives of an association, (b) how subsidizing influenced advocacy, and (c) how being granted funding impacted promotion strategies of an organization. Mosley analyzed the dependence that these Chicago association leaders had on their administrative financing. The researcher trusted that a demand for funding gave organizations the chance to switch strategy or venture up support and eventually advance vital objectives. In the article, Mosley used the resource dependence theory to clarify that association leaders impact their funding by advancing promotional objectives in the local government. This research was vital to pinpoint organizational subsamples of various advocacy moments; these subsamples appeared numerous times in the analysis. Mosley found a high rate of advocacy when contrasted with the level of backing.

Palinkas et al. (2016) quantitatively and qualitatively analyzed sustainment of prevention projects and activities subsidized by outside sources. The researchers examined 10 grantees who gave services in the region of substance abuse in anticipation to identify the core components of the interrelationships. Palinkas et al. utilized the sustainment estimation framework, a key marker of sustainment consistency, to test the framework. The researchers provided extra knowledge about how changes happened on the CFIR records, indicating a need to test these established sustainment elements.

Stoecker (2007) researched the difficulties confronted at nonprofit associations in 2004 at Toledo, Ohio. The researcher suggested that these association leaders did gather information on a substantial scale yet did not utilize or disperse information in a positive or helpful way. This subjective research comprised questionnaires, meetings, and training. In 2003, Stoecker explored nonprofit data collection needs. Data showed that

nonprofit leaders gathered information at city and county levels and did not gather information at the smaller level, such as in neighborhoods. Therefore, Stoecker presumed that information gathered by these associations was too difficult to oversee daily. Stoecker expressed that an information gathering arrangement and system was not consistently set up, which might have made the dispersal of data more troublesome throughout all organizations. The next chapter includes the methodology, setting, sample, instrumentation, and analysis used to conduct this study.

Chapter 3: Research Method

Introduction

The purpose of this quantitative correlational study was to describe the impact on organizational strategy, specifically regarding organizational sustainment, that a decrease in Proposition 63 funding has on mental health nonprofit organizations in the County of Orange, California. Advocacy work by organizational leaders was a key part of my investigation. Mosley (2012) stated that a reliance on government funding was associated with increased advocacy work by the organization. I investigated how nonprofit leaders used funding to promote organizational advocacy for constituents, their abilities to maintain organizational sustainment, and the efficiency in their communities.

In Chapter 3, I describe this study's research design and rationale and methodology. This chapter contains a discussion of the research design to justify the chosen approach. Then, I discuss the methodology of the study, including the target population and sampling technique. From there, I outline the study procedures for participant recruitment and data collection. The chapter includes details on the study instrumentation and data analysis procedures, closing with a discussion of the study's threats to validity.

Research Design and Rationale

I used a correlational design to study the relationship between organizational funding levels and organizational sustainability. The dependent variable was organizational sustainability, as defined by the number of years as a nonprofit, population served, number of employees, and services provided. This dependent variable was a

subjective measure of perception on organizational sustainability for mental health nonprofits. The independent variables for this study included a decrease in Proposition 63 mental health funding, the number of years as a nonprofit, population served, number of employees, and services provided. I used a correlational design to explore the relationship between the independent variables and the dependent variable.

A quantitative research method with a correlational design was appropriate for this study because the goal was to explore the relationship between organizational funding level and organizational sustainability, which could be accomplished only through a quantitative correlational design. A correlational design was appropriate because it allowed for numerical data to be used to conduct hypotheses tests (see McCusker & Gunaydin, 2015). It aided in researcher objectivity because I had no direct contact with participants, and it did not allow for the manipulation of independent variables (see McCusker & Gunaydin, 2015).

Correlational researchers explore the relationships between variables (Smykowski, n.d.). I used this research method to discover more about what linked the variables together. A quantitative correlational method was the best fit for this study because the goal was to determine whether there was a relationship between the independent and dependent variables. I used chi-square tests of association to analyze the relationships between the variables. Thus, I conducted further exploration of the RQs by establishing to what degree organizational sustainability was influenced by funding level. I established if a relationship existed and, if so, what the direction of the relationship was. Then, I determined the strength of the relationship.

I used the CFIR to guide this research and as a framework for studying organizational sustainability as it has an abundance of constructs connected to its operational use. The five primary CFIR categories include intervention, settings for implementation; inner and outer, people involved in implementation, and the process of the implementation (Palinkas et al., 2016). Intervention consists of adaptability, the strength of evidence and quality, and cost. Outer settings consist of individual characteristics, external policies, and incentives. Inner settings consist of communications, networks, and structural characteristics. People involved consist of self-efficacy, attributes, and intervention beliefs. Lastly, processes consist of planning, executing and reflection.

Other researchers using the CFIR have shown a correlation between behavioral changes, interpersonal rapport, and community partners (Palinkas et al., 2016). Researchers can use the CFIR to measure all five categories instead of focusing on one area. Thus, I used the CFIR to study organizational structures at nonprofit organizations related to funding, thereby aligning funding amounts to the sustainability of those organizations. I facilitated a more complete process for answering the RQs, as the dependent variable was perceived organizational sustainability. The perception of organizational sustainability is influenced by many factors, including those uncovered through the CFIR process. Additionally, I used the CFIR to identify the factors, such as funding levels, likely to influence organizational sustainability.

Methodology

Population

The total study population consisted of 506 nonprofit organizations. The population of this study included nonprofit organizations that received Mental Health Proposition 63 funding from the County of Orange, California, in 2017 to 2018. All the nonprofits identified as operating in the service area were nonprofit organizations and served populations in the study area of the County of Orange.

Sampling and Sampling Procedures

All the identified organizations were listed as 501(c)(3) organizations by the State of California. The included organizations applied for 501(c)(3) status in California and were identified by California Internal Revenue Service online registration queries. In addition to being included in the California organization query, the organizations met other identification criteria. Only organizations that met all criteria were eligible for inclusion in the study.

I conducted an a priori power analysis using G*Power to determine the minimum sample size required for the study, which was determined as 85. The analysis showed that 85 was the minimum sample size to appropriately represent a population of 506. A systematic sampling was used to promote the collection of data in real time and make sure that all data were equally represented and had an equal chance of inclusion in the study.

I used only those organizations registered as 501(c)(3) organizations by the State of California. Participants were selected because they met all the following conditions:

(a) they were an accessible population; (b) they received Mental Health Proposition 63 funding; (c) they provided P&I services in the County of Orange, California; and (d) they were registered 501 (c)(3) organizations. As of 2017, there were 506 nonprofit organizations in the County of Orange, California, eligible to participate in this study based on public records of nonprofit organizations.

Procedures for Recruitment, Participation, and Data Collection

I used a systematic sampling approach to identify potential participants for contact. I conducted a systematic sampling exercise to identify the participants to contact, using the global population of 506 organizations. I then contacted each organizational leader individually to request their participation in the study. The process continued until I identified 85 organizational leaders eligible to participate in the study.

I determined the target sample size was 85 using G*Power. This sample was sufficient to conduct a chi-square test for association (see Haas, 2012). Though the target sample was 85, I only received completed surveys from 18 of the participants. This sample size was approximately 80% less than the sample size that the 80% power required (see Haas, 2012). As the data researcher, I could not yield sufficient data to populate a sample of 85; thus, I used the data received from the available participants; this served as a convenience sampling.

The primary data collection instrument was an online survey hosted by SurveyMonkey, an online survey software. I collected survey responses online for 6 months in 3-month intervals. After 6 months, data from SurveyMonkey were exported to SPSS for data analysis.

The participants had an option to exit the study by contacting me and requesting that their data not be utilized. However, all participants who exited the study informed me by not completing the data collection surveys. No participants who completed surveys voluntarily exited the study after participating. I attempted to reestablish contact with the participants who did not respond by contacting them through phone and email but could not prompt a completion of the data collection instrument.

Instrumentation and Operationalization of Constructs

I carried out data collection through an online survey on the SurveyMonkey platform. My use of a survey was consistent with that of Bunger (2013), who administered surveys to measure nonprofit leaders' awareness of other organizations. I used surveys to measure the levels of organizational sustainability at the differing organizations based on Bunger's survey design. In the survey, I asked participants open-ended questions about their definitions of sustainment and knowledge of their specific organizational funding and services provided to the community while giving me the chance to collect data speedily. The validity of the survey instrument was established by having an expert panel of two county leaders provide feedback on the survey questions and design. Appendix B contains the demographic questionnaire and Appendix C the funding and sustainability questionnaire. The demographic questionnaire was significant for determining the influence of a variety of factors on the results of this study and included the following questions: years incorporated as a non-profit, population served, number of employees and services provided.

Through SurveyMonkey, I collected and exported data directly to SPSS for coding and analysis. I used SurveyMonkey to remind participants when surveys were due and if any items still needed completion. The surveys were collected quarterly to evaluate trends in sustainability and funding throughout the fiscal year. Collecting data quarterly allowed me to study organizational and funding trends; it also provides a way to track measurements upon removing or adding independent variables (see Frankfort-Nachmias et al., 2015).

Data collection through SurveyMonkey lasted for 6 months. I collected data from participants at 3-month intervals. After 6 months, data from SurveyMonkey were exported to SPSS for analysis. Categorical variables, specifically the following variables, were recoded into either *yes* or *no* responses: received funding from the County of Orange, Proposition 63 funding increase, Proposition 63 funding decrease, sustainability decrease with funding decrease, sustainability increase with funding increase, and funding directly related or not to sustainability. The recoded variables of *yes* or *no* were used to perform statistical analysis in SPSS. The open-ended data were transcribed, analyzed, and coded for relevant themes.

Operationalization

Table 1 depicts the dependent and independent variables for the present study. Table 1 also shows the primary measurement metric.

Table 1

Study Variables and Measurement

Variable	Variable type	Measurement metric
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Proposition 63 mental health funding change	Independent variable	Yes/No responses from organizational leaders
Perceived organizational stability	Dependent variable	Measured as a relative perception of organizational leaders

The dependent variable in the present study was perceived organizational stability. I measured the dependent variable using a line item on the survey to address the organizational leader's perception about the stability of the organization. The dependent variables included subjective measures of perception on organizational sustainability for mental health nonprofits and a decrease in organizational sustainability for mental health nonprofits.

Meanwhile, the independent variable for the present study was a change in Proposition 63 mental health funding. Participants were asked if their Proposition 63 mental health funding increased or decreased. Each question was asked independently, and participants responded with a yes or no answer. The participants were leaders within their organizations, and they were screened for knowledge of their organizational funding levels.

Organizational stability was measured as a perception of organizational leaders and these leaders were asked to elaborate on the stability of their organizations based on changes to funding and other variables. I used the survey to define organizational stability as an organizational state where the organizations' financial resources, human resources, and outputs were held constant or in a steady increase to increase study validity (see Langan-Fox & Tan, 1997). The services provided referred to the full number of services

provided to clients, including repeat services. The scores were calculated using participant-provided inputs included in the survey responses. An example includes the following: An organization received \$100,000 of Proposition 63 funding, operated for 5 years, served 150 unique clients, and provided 360 services.

Data Analysis Plan

I used inferential statistical analysis to determine relationships among the variables. Data were exported from SurveyMonkey to an SPSS file, which was then imported into SPSS for cleaning and analysis. First, the data set was prepared. Any incomplete responses were deleted using list-wise deletion to create a complete data set for analysis. List-wise deletion is appropriate when there is only one item that represents the variables (Pepinsky, 2018), such as in the case of this study. The dependent variable of perceived Proposition 63 mental health funding decreases was measured using a single item in the questionnaire. Similarly, the independent variable of perceived organizational sustainability decrease was measured using a single item. Therefore, a list-wise deletion was appropriate for participants with missing values.

Descriptive statistical analyses were used to summarize the sample and data set. For nominal data, including for perceived Proposition 63 mental health funding decreases and perceived organizational sustainability decreases, frequency and percentage were calculated. For interval data, including number of years as a nonprofit and number of employees, calculations composed minimums, maximums, means, medians, and standard deviations.

Following descriptive analyses, I conducted inferential testing. The RQs and directional hypotheses for the study were as follows:

RQ1: To what extent does a decrease in Proposition 63 mental health funding predict a decrease in organizational sustainability for mental health nonprofits in the County of Orange, California?

H_{a1} : A decrease in funding to nonprofit organizations in the County of Orange, California will significantly predict reduced organizational sustainability for those nonprofit organizations.

H_{01} : A decrease in funding to nonprofit organizations in the County of Orange, California will not significantly predict reduced organizational sustainability for those nonprofit organizations.

RQ2: To what extent does an increase in Proposition 63 mental health funding predict an increase in organizational sustainability for mental health nonprofits in the County of Orange, California?

H_{a2} : An increase in funding to nonprofit organizations in the County of Orange, California will significantly predict increased organizational sustainability for those nonprofit organizations.

H_{02} : An increase in funding to nonprofit organizations in the County of Orange, California will not significantly predict increased organizational sustainability for those nonprofit organizations.

To test Hypothesis 1, chi-square and a Fisher's exact test was conducted. The Fisher's exact test was chosen as the sample size was particularly small (i.e., if two or

more matrix values used in the analysis were five or below; Preacher & Briggs, 2001). Both variables for Hypothesis 1 were dichotomous, as respondents answered “yes” or “no” to questions regarding a funding decrease and a decrease in organizational sustainability. To test Hypothesis 2, the same process described in Hypothesis 1 was utilized.

Threats to Validity

Over the course of the study, an external threat to validity was the participant’s interpretation of the dependent variable. The dependent variable was the perceived organizational sustainability, so it inherently focused on how the organizational leader perceives organizational sustainability. As it relied on a perception, the dependent variable was influenced by leaders’ outlook and likelihood of being over or under optimistic. Although all leaders were likely to say that they needed the funding to continue to serve the population at current levels, when funding decreased, few leaders seemed willing to state that their sustainability decreased. This unwillingness could be a true reflection of the organization’s resourcefulness or resilience, or it could stem from a leader being optimistic and unwilling to admit to organizational trouble, even in an anonymous survey. This unwillingness could stem from self-deception or willful protectiveness. Future researchers could address the stated threat to validity by defining sustainability more quantitatively and focusing on sustainability indicators rather than leaders’ perceptions.

An internal threat to validity was the sample size. Though I targeted a sample of 85 participants to ensure validity, only 18 participants completed the survey despite

numerous attempts to encourage responses. Although the results of this study could serve as a useful starting place to understand the correlation between sustainability and funding levels, it was not representative of the study population. Further researchers could increase recruitment efforts and encourage a greater sample size to ensure result validity.

Ethical Procedures

Before undertaking the study, I received Institutional Review Board approval. The approval number for this study is 08-03-18-0314366 and it expired on August 2nd, 2019. In addition to such approval, I ensured that ethical procedures for working with human participants were in place. The ethical procedures covered topics related to institutional approval for participation, ethical treatment of participants, and ethical collection and handling of sensitive data.

Only organization leaders were recruited for the present study, so their agreement to participate constituted approval from the organization. I assumed that organizational leaders who agreed to participate took the necessary internal steps, such as contacting the organization board members, if required by internal processes. I requested that each participant signed an informed consent document, which included a requirement for prior organizational approval, if necessary.

Participants were recruited via an email sent to all eligible nonprofit organizations in the County of Orange, California in 2017 to address ethical concerns related to recruitment and recruitment materials. The email included password protection and a disclosure about sensitive information. An informed consent form was sent via email to all possible participants that showed the research procedures, demographic requests,

confidentiality, option to opt out and risks, and benefits of the study. Additionally, I provided my contact information to all participants so they could reach me if needed. I utilized aliases and initials, changed distinguishing points of interest in reports, and kept members educated that total secrecy might be implausible to guarantee moral benchmarks were met when communicating with nonprofit participants (see Allmark et al., 2009). I made these efforts to guarantee member security remained ensured to the highest degree conceivable.

The informed consent showed that all records used for this research remained private and that I, alone, had access to those records. Potential study participants were told that they could pull back from the research whenever, without negative repercussions. Moreover, their choices regarding whether to take part in this research did not impact their working relationships in the County of Orange, California. There were no physical dangers or advantages for participation. Participants were informed that there was no commitment to finish any piece of the research that they felt impacted their personal or professional beliefs.

Regarding ethical considerations of data handling, I ensured that all collected data were securely stored on the cloud and remained password protected. I included two-factor authentication to ensure an added layer of security. All downloaded information was stored on a password-protected computer and deleted or uploaded securely once no longer directly needed for a research task. During the informed consent process, I reminded all participants that their data would not be used if they requested to be

removed from the study. Additionally, I stored all sensitive data using number codes, rather than the organization's name.

Summary

Chapter 3 summarized the research design and provided a rationale for its selection. I utilized a quantitative correlational research design. A quantitative correlational research design was appropriate as I sought to determine if a correlation existed between independent and dependent variables. Additionally, Chapter 3 included discussions of the study methodology, including the sampling procedures and procedures for recruitment. Data were collected using an online survey and analyzed using inferential statistical analysis. Chapter 4 shows additional details on the data collection and analysis procedures to present the results.

Chapter 4: Results

Introduction

The purpose of this quantitative correlational study was to describe the impact on organizational strategy, specifically regarding organizational sustainment, that a decrease in Proposition 63 funding has on mental health nonprofit organizations in the County of Orange, California. I explored the following RQs and hypotheses:

RQ1: To what extent, if any, does a decrease in Proposition 63 mental health funding predict a decrease in organizational sustainability for mental health nonprofits in the County of Orange, California?

H_{a1} : A decrease in funding to nonprofit organizations in the County of Orange, California, will significantly predict reduced organizational sustainability for those nonprofit organizations.

H_{01} : A decrease in funding to nonprofit organizations in the County of Orange, California, will not significantly predict reduced organizational sustainability for those nonprofit organizations.

RQ2: To what extent, if any, does an increase in Proposition 63 mental health funding predict an increase in organizational sustainability for mental health nonprofits in the County of Orange, California?

H_{a2} : An increase in funding to nonprofit organizations in the County of Orange, California, will significantly predict increased organizational sustainability for those nonprofit organizations.

*H*₀₂: An increase in funding to nonprofit organizations in the County of Orange, California, will not significantly predict increased organizational sustainability for those nonprofit organizations.

Chapter 4 begins with a description of the data collection process involved in the analysis. I provide baseline descriptive and demographic characteristics of the sample. Additionally, the results of the statistical analysis for each RQ are presented. The chapter concludes with a summary of the results of the analysis.

Results

Eighteen people, representing the 18 mental health organizations, completed the survey for this study. In some sections, there were no responses. As a result, I conducted list-wise deletion in SPSS. In list-wise deletion, only cases with no missing data were utilized. The number of years that the organizations were nonprofit ranged from 7.00 to 95.00 ($M = 34.00$, $SD = 26.17$). The number of employees ranged from 21.00 to 2193.00 ($M = 274.75$, $SD = 614.60$). Table 2 depicts this information.

Table 2

Descriptive Statistics

Variable name	<i>N</i>	Min	Max	<i>M</i>	<i>SD</i>
YearsSinceNonProfit	10	7.00	95.00	34.00	26.17
NumberOfEmployees	12	21.00	2193.00	274.75	614.60

The goal was to investigate Proposition 63's funding and organizational nonprofit sustainability, as well as services offered in the County of Orange, California. As such, I generated descriptive statistics for these variables using SPSS. Participants were

organizations in the County of Orange that qualified based on the inclusion criteria set for this study. Most people stated that their organizations provided mental health services (33.3%), followed by health and human services (27.7), education (22.2%), and case management (16.7%).

Regarding funding, 13 (72.2%) participants stated that their organizations did not experience a decrease in Mental Health Service Act/Proposition 63 funding awarded by the County of Orange in 2017 to 2018. Two (11.1%) participants stated that their organizations did experience a decrease in funding. Three (16.7%) participants did not respond. Ten (55.6%) participants stated that their organizations did not experience an increase in funding, whereas 6 (33.3%) participants stated that there was an increase.

Regarding sustainability, 11 (61.1%) participants stated that there was no decrease in sustainability because of decreased funding, whereas three (17.7%) stated there was a decrease in sustainability. Eleven (61.1%) participants stated that there was an increase in sustainability with increased funding, and four (22.2%) participants stated there was no increase in sustainability with increased funding (see Table 3).

Table 3*Frequencies and Percentages of Survey Responses*

Variable	Frequency	%
Services provided		
Mental health	6	33.3
Health and human services	5	27.8
Education	4	22.2
Case management	3	16.7
Experienced change in funding		
Increase	6	33.3
Decrease	2	11.1
No change	8	44.4
No response	2	11.1
When funding decreased, did stability decrease?		
Yes	3	16.7
No	11	61.1
No response	4	22.2
When funding increased, did stability increase?		
Yes	11	61.1
No	4	22.2
No response	3	16.7

A chi-square test of association was conducted to address the first RQ and hypotheses, as discussed in the following subsections.

Research Question 1

RQ1: To what extent does a decrease in Proposition 63 mental health funding predict a decrease in organizational sustainability for mental health nonprofits in the County of Orange, California?

H_{a1} : A decrease in funding to nonprofit organizations in the County of Orange, California will significantly predict reduced organizational sustainability for those nonprofit organizations.

H_{01} : A decrease in funding to nonprofit organizations in the County of Orange, California will not significantly predict reduced organizational sustainability for those nonprofit organizations.

I conducted a chi-square test for association to determine whether there was an association between the decrease in Proposition 63 mental health funding and the perceived decrease in organizational sustainability for mental health nonprofits in the County of Orange, California. However, because there were cases with fewer than five occurrences, the Fisher's exact test p -value was considered. The result of the Fisher's exact test showed that there was no significant association between the variables; $\chi^2(1, N = 12) = 3.273$, Fisher's exact test $p = .250$. There was a moderately strong association between a decrease in funding and a perceived decrease in sustainability; however, the association was not determined as significant (see Table 4).

Table 4

Fisher's Exact Test for Research Question 1

Variable		Perceived decrease in organizational sustainability		Total
		No	Yes	
Decrease in Proposition 63 mental health funding	No	9	2	11
	Yes	0	1	1
Total		9	3	12

Note. Chi-square (1,12) = 3.273; p -value = .070; Fisher's Exact Test = .250.

Research Question 2

RQ2: To what extent does an increase in Proposition 63 mental health funding predict an increase in organizational sustainability for mental health nonprofits in the County of Orange, California?

H_{a2}: An increase in funding to nonprofit organizations in the County of Orange, California will significantly predict increased organizational sustainability for those nonprofit organizations.

H₀₂: An increase in funding to nonprofit organizations in the County of Orange, California will not significantly predict increased organizational sustainability for those nonprofit organizations.

I also conducted a chi-square test to evaluate the association between an increase in Proposition 63 mental health funding and the perceived change in organizational sustainability for mental health nonprofits in the County of Orange, California. Similarly, there were cases with fewer than five occurrences, thus, the Fisher's exact test *p*-value was considered. The result of the Fisher's exact test analysis showed that there was no significant association between the increase in funding and perceived change in organizational sustainability for mental health nonprofits in the County of Orange, California; $\chi^2(1, N = 12) = 4.200$, Fisher's exact test = .085 (see Table 5). The data showed that none of the participants responded that there was an increase in organizational sustainability when funding was not increased. When funding was increased, six of the participants responded that there was an increase in perceived organizational sustainability. However, the association was determined as insignificant. A

larger sample would be necessary to ensure the validity of the finding as the minimum sample size per G*Power analysis should have been 85 participants.

Table 5

Fisher's Exact Test for Research Question 2

Variable		Perceived increase in organizational sustainability		Total
		No	Yes	
Increase in Proposition 63 mental health funding	No	4	4	8
	Yes	0	6	6
Total		4	10	14

Note. Chi-square (1,12) = 4.200; p -value = .040; Fisher's Exact Test = .085.

Summary

The first RQ addressed pertained to the association between a decrease in Proposition 63 mental health funding and a perceived decrease in organizational sustainability for mental health nonprofits in the County of Orange, California. The results of a chi-square test, using Fisher's exact test for the p -value, indicated that there was a strong positive relationship between a decrease in Proposition 63 mental health funding and a perceived decrease in organizational sustainability. A decrease in funding was associated with a perceived decrease in organizational sustainability for mental health nonprofits; however, this association was not significant.

The second RQ pertained to the association between an increase in Proposition 63 mental health funding and a perceived increase in organizational stability. The association was investigated between an increase in Proposition 63 mental health funding and a perceived increase in organizational sustainability for mental health nonprofits in

the County of Orange, California. The result of the analysis showed that there was no significant association between the variables using the Fisher's exact test statistic. When there was a funding increase, there was a perceived increase in organizational sustainability among mental health nonprofit organizations in the County of Orange. A larger sample would be necessary to test the validity of statistical findings in the study. Thus, future researchers should include more organizations to determine whether there is an association between perceived increase or decrease in funding and perceived organizational sustainability. In Chapter 5, I interpret the study results in the context of theory and research. The limitations of the study are also explored. Additionally, recommendations for future research are discussed.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

In this quantitative correlational study, I focused on the perceived sustainability of nonprofit organization leaders providing mental health services to the County of Orange, California, following a change in funding. The funding source being originally received from Proposition 63 funds. The purpose of this quantitative correlational study was to describe the impact on organizational strategy, specifically regarding organizational sustainment, that a decrease in Proposition 63 funding had on mental health nonprofit organizations in the County of Orange, California. I focused on how the availability of funding promoted organizational advocacy for constituents.

In Chapter 4, I presented the study results. Approximately 72% of respondents stated that their organizations did not experience a decrease in funding, despite a decrease in funding available through Proposition 63. Most participants (61%) stated that even in years where funds were decreased, there was no decrease in sustainability of their organizations. Interestingly, 61% of participants also stated that, generally, an increase in funding did increase their organizational sustainability.

According to the results of the chi-square test, there was no statistically significant relationship between a decrease in Proposition 63 funding and perceived organizational sustainability; $\chi^2(1) = 3.273, p = .250$. Similarly, there was no significant relationship found between an increase in Proposition 63 mental health funding and increased organizational stability; $\chi^2(1) = 4.200, p = .040$.

Interpretation of the Findings

The results of this study largely differed from the results of the peer-reviewed literature. The literature indicated that there was an association between organizational funding levels, sustainability, and advocacy (Mosley, 2012). Mosley (2012) asserted that there was a direct relationship between high rates of constituent advocacy among nonprofit organizations and funding levels; when organization leaders had high levels of funding, they advocated more effectively for constituents. When they had lower levels of funding, organization leaders could not advocate for constituents to the same degree and with the same degree of effectiveness.

Focusing on the County of Orange, Streckewald (2010) found that nonprofit funding was provided to maintain existing programs and the eligibility for services among the resident population. This conclusion indicated that funding was necessary to sustain nonprofits (Streckewald). From a practical standpoint, organization leaders required a funding stream to operate. However, Streckewald's findings were not confirmed in the present study as results yielded no significant relationship between perceived funding levels and perceived organizational sustainability. It was illogical to conclude that nonprofit organizations could sustain physical presences, pay employees, and provide services with no funding streams. Therefore, the results of this study might indicate that the sampled organizations had enough funding to maintain organizational sustainability and advocacy without funding from Proposition 63. Alternatively, Proposition 63 could provide necessary funding to organizations, but the funding levels were higher than the organizations required, even after the decrease occurred.

Organization leaders might have also perceived their sustainability as at a higher level than might have been extrapolated from outside observers based on funding levels. The relationships between funding levels and the continuity of community served can be seen in the study conducted by Dewa et al. (2010).

Dewa et al. (2010) found a relationship between nonprofit funding levels and the number of individuals that the nonprofit leader could serve, in addition to the quality-of-care constituents received. Dewa et al. noted that providing organizations with additional funding could increase the continuity of care for patients. This measure was similar to, though not the same as, the present study's focus on the ability of organizations to advocate for patients and organizational sustainability. Though Dewa et al.'s findings indicated that a decrease in funding should impact organizations, the study results partially contradicted these findings. Participants reported no decrease in organizational sustainability or the availability of services. These results could largely be due to a high number of organizations (71%) reporting no perceived decrease in funding, despite a decrease in the availability of Proposition 63 funding. Future researchers could focus on targeting organizations that experienced a decrease, as the sample might have other funding streams or relied on Proposition 63 but were not targeted for funding decreases.

The results of the present study were somewhat contradictory, with most participants stating that a decrease in funding did not hurt their perceived organizational sustainability (61%) and that an increase in funding increased their perceived organizational sustainability (61%). This reported one-directional effect seemed to imply that the organizational representatives perceived the funding as not necessary to their

sustainability but potentially helpful. It is possible that these results imply that organization leaders can “make-do” with lower funding levels while thriving on higher levels of funding. Interpreted in this light, the results confirm Dewa et al. (2010), Streckewald (2010), and Mosley’s (2012) findings.

The study findings also have implications relative to the CFIR, the theoretical framework for the study. The CFIR framework is broad, including theories related to intervention, settings (both inner and outer) used in implementation, individuals used in implementation, and the process of implementation (Palinkas et al., 2016). In the intervention component, the framework is used to address the cost of the intervention, while the inner setting category shows specific characteristics of the intervention agency (Palinkas et al., 2016). The organizational budget impacts the inner setting of an agency and has meaningful implications when considered alongside the cost of the intervention. For agencies to remain successful, the cost of the intervention must align with the budget of the agency and the needs of the population it serves (Palinkas et al., 2016).

Researchers can use the CFIR to develop new implementation models based on the overarching framework. The study results indicate that funding levels do not necessarily equate to organizational leaders’ perceptions of their organizations sustainability. Most (61%) organizational leaders reported that their organizations did not decrease in perceived sustainability with a decrease in funding. This finding could be incorporated into the CFIR if confirmed through subsequent studies. More research is necessary to understand how organization leaders can maintain service levels as funding

levels change and what extent these results are reflective of quantitative success metrics, leaders' perspectives, or both.

I designed the study to explore organization leaders' perceptions of whether a decrease in budget decreased their organization's perceived sustainability. Rather than assessing sustainability through quantitative metrics, such as number of clients served or target achievement, I focused on organization leaders' opinions. In doing so, I asked participating leaders to interpret sustainability for their organizations based on the definition provided in the survey. Future researchers, potentially those using a qualitative methodology, could explore leaders' perceptions of the importance of funding to sustainability. Quantitative researchers using different research designs could consider relationships between organizational leader self-efficacy or faith in the organization's sustainability as long-term indicators of success.

Limitations

This study was limited by the participant scope and my data collection access. The study results focused on mental health nonprofit service providers in the County of Orange, California. Future research teams with greater data collection capacity could expand the relevant geographic applicability or service provider type by including a broader study sample.

In addition to the limitation of study sample size, the study was limited by methodological challenges, which might be addressed in future studies. For example, though I focused on the impact of budget decreases on organizational sustainability, most participants did not report a decrease in organizational budget despite a decrease in

availability of Proposition 63 funding. While selecting the sample for participation, I did not anticipate that such a large percentage of the study sample would report experiencing no changes in budget. Therefore, it was difficult for the data set, collected from organizations with no budget decreases, to capture the impact of a budget decrease on sustainability. Future researchers can target organizations that reported budget decreases to address this study gap. Some important unanswered questions include how local funding sources were presumably able to make up for a decrease in state resources, or how so many organizations in a specific area experienced no decreases when the cumulative funding pool shrank. Further researchers can consider if geographic locations impact the availability of funding and if disparities exist between wealthy areas and impoverished areas. Tracking and understanding funding streams at a deeper level can illuminate the present study findings further.

The results also indicate that the phrasing of the survey questions might have impacted the study results. When asked if a decrease in the budget hurt organizational sustainability, 61% of participants stated that it did not. However, when asked if an increase in the budget improved organizational sustainability, 61% of participants stated that it did. Though it was possible that the participants truly believed that a decrease in budget had no impact on sustainability while an increase in budget did, the participants might have also been reluctant to state that their organizations were in danger of closing or provided inferior services due to budget cuts. By addressing perceived sustainability without providing specific metrics to define the term, participants might have interpreted

the definition of sustainability differently in each question or determined that their organizations could overcome budget challenges through staff perseverance.

Recommendations

Further researchers can focus on confirming the study's results in this location with both a larger population and bootstrapped samples. Additionally, further researchers can focus on other geographic locations, expanding the scope of study applicability and addressing the methodological limitations discovered during the data collection process. The findings from Chapter 4 indicate further avenues of research.

The first recommendation for future research includes confirming the study results with subsequent studies similar in methodology but broader in scope. The findings presented in Chapter 4 indicate that decreases in funding do not necessarily reduce organizational efficacy, and the length of time an organization has been established does not necessarily increase its ability to withstand funding shifts. If applicable, these findings can be highly relevant to the field. However, I was limited by time and resource constraints, which led to a smaller study sample size than necessary for widespread study confirmation. Future researchers can expand the participant pool to include a greater number of participants, participants from other geographic locations, or nonprofit organizations with different focuses. An expansion of the study data collection and participant pool may be useful for producing results that have general applicability to the relationship between funding and nonprofit organizational sustainability.

The recommended broader studies can expand academic understanding by building off the lessons-learned from the present study. The present study results indicate

that there may not be a strong direct connection between state or federal level funding streams, such as Proposition 63, and the true organizational budgets of nonprofits in specific geographic locations. Many of the study participants did not report a decrease in their organizational budgets, despite a decrease in Proposition 63 funding. The connection between state and federal funding streams and the budget of the County of Orange nonprofits can be further explored to understand the role state and federal funding play in providing essential services. Additionally, future researchers can learn from the present study to design the participant selection process to target organizations with budget decreases, if such specification is necessary to answer the RQs fully.

Implications

The present study has positive implications for social change. The study findings indicated that organizational leaders reported an increase in organizational sustainability when funding levels increase. This finding showed that local, state, and federal governments might wish to further invest in nonprofit organizations which offer essential human services. This implication was supported by literature, including the works of Mosley (2012) and Dewa et al. (2010). Contrarily, the study results also indicated that organizations might be able to continue services at a comparable quality level with lower levels of funding. This assertion should be researched further and considered by budgetary decision makers if shown to have broader applicability.

Though the findings indicated that leaders believed that organizational sustainability was increased when budgets increased, the findings also indicated that there was not a negative correlation between organizational funding and sustainability. In

instances where funding levels are decreased due to necessity, local governments should not assume that the organizations are unsustainable or not worth supporting to the degree to which the budget will allow. In some instances, it appears that organizations will maintain sustainability on a variety of funding levels. Although not implying that funding was irrelevant to organization success, the study results indicated that local government leaders should not assume that an organization could not provide worthwhile services at a lower level of funding.

As a recommendation for practices, nonprofit organization leaders may wish to engage in planning exercises to determine what their “minimum operating budget” is based on the population they wish to serve. By striving to maintain organizational leanness, even in times with ample budgets, organization leaders may be better able to sustain themselves through budget downturns. The study results indicated that organization leaders could maintain themselves on a variety of budget levels. By engaging in planning processes that focus on identifying crucial services delivered in cost effective manner, organization leaders may purposefully plan how to spend any “extra budget,” which may theoretically have been spared in leaner years. Nonprofit organization leaders can use this process to avoid unnecessary budget expenditures and challenge themselves to maximize their service potential.

Conclusion

In conclusion, I found no relationship between organizational sustainability and Proposition 63 funding and no interactional effect between the length of time an organization held nonprofit status and organizational sustainability. Though these results

partially contradicted literature (Mosley, 2012), the findings extended the CFIR framework and indicated new avenues of research to understand the relationship between funding levels and organizational sustainability better. The present study has positive implications for social change by indicating that local governments may improve organizational sustainability by providing greater funding levels, but organizational sustainability may not be critically threatened by necessary budget decreases.

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Appendix A: Permission to Use Figure

At 10:23 AM 1/16/2018, you wrote:
Mr. Palinkas,

My name is Sophia Valdez and I am a PhD student in public policy and administration at Walden University. I have a bachelor's degree in human services and a master's degree in public administration. My background is in contracts for the County of Orange, Health Care Agency. I am interested in pursuing my dissertation in the area of organizational sustainment as it related to decreased Proposition 63 Mental Health funding and nonprofit organizations in Orange County. After reading your article "Measuring sustainment of prevention programs and initiatives: a study protocol" I am wondering if Fig. 1 Consolidated Framework for Implementation Research (CFIR) is available for use? I would like to use the CFIR in my research process and would like to reference this Figure. I appreciate your assistance in this matter and any direction you might offer. Please feel free to contact me at .

Sincerely,

Sophia Valdez

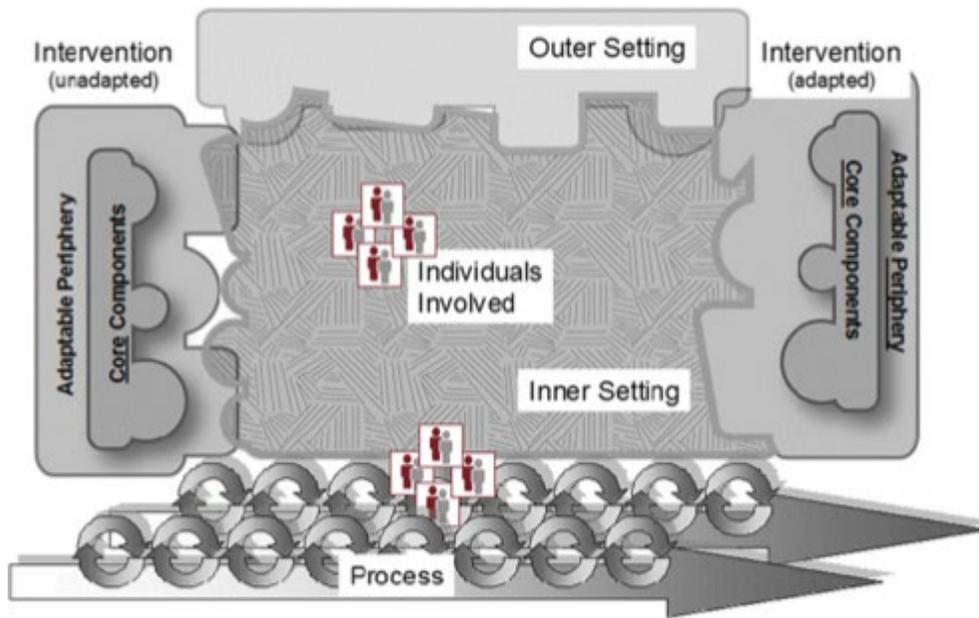
Date: Wed, 24 Jan 2018 11:02:53

To: Sophia Valdez <|>

From: Lawrence Palinkas <|>

Subject: Re: Measuring sustainment of prevention programs and initiatives: a study protocol - Fig. 1 Consolidated Framework for Implementation Research (CFIR)

Dear Sophia. You are more than welcome to use the figure. Laura Damschroder also created an updated version of her CFIR Framework that you might be interested in. See below. Best of luck with your dissertation. Larry Palinkas



Lawrence A. Palinkas, Ph.D.

Albert G. and Frances Lomas Feldman Professor of Social Policy and Health
Chair, Department of Children, Youth and Families

Fellow, American Academy of Social Welfare and Social Work

Co-Lead, Social Work Grand Challenge to Create Social Responses to a Changing
Environment

Suzanne Dworak-Peck School of Social Work

University of Southern California

Appendix B: Demographic Questionnaire

Completion of the demographic questionnaire is significant for determining the influence of variety of factors on the results of this study. All of these records will remain confidential. Any reports that may be published will not include any identifying information of the participants in this study. Please check the appropriate line.

Year of Nonprofit Incorporation:

Population Served:

Number of Employees:

Services Provided:

Appendix C: Funding and Sustainability Survey

There are no right or wrong answers to this questionnaire. This set of questions will ask about the nonprofit you are managing. **Keep in mind your current nonprofit organization when answering.**

1. What is your definition of sustainability? (Please fill in)

2. Does your organization provide Prevention and Intervention services to stakeholders in The County of Orange, California?

_____ Yes _____ No

3. In a few words describe the type of services your organization provides. (Please fill in)

4. Does your organization currently receive funding awarded from The County of Orange, California?

_____ Yes _____ No _____ I don't know

5. Is Mental Health Service Act/Proposition 63 funding received?

_____ Yes _____ No _____ I don't know

6. Has your organization experienced a *decrease* in Mental Health Service Act/Proposition 63 funding awarded by The County of Orange in 2017-2018?

_____ Yes _____ No _____ I don't know

7. Has your organization experienced an *increase* in Mental Health Service Act/Proposition 63 funding awarded by The County of Orange in 2017-2018?

_____ Yes _____ No _____ I don't know

8. In the event that you answered, yes, funding decreased, did sustainability decreased at your organization?

_____ Yes _____ No _____ I don't know

9. In any of the years funding was *increased* was organizational sustainability increased at your organization?

_____ Yes _____ No _____ I don't know

10. If you have experienced any change in sustainability do you believe funding is directly related to it?

 Yes No I don't know