

2-17-2026

Financial Stability Success Strategies for Nursing Homes

Jennifer Helene Garrison
Walden University

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>



Part of the [Finance Commons](#)

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact ScholarWorks@waldenu.edu.

Walden University

College of Management and Human Potential

This is to certify that the doctoral study by

Jennifer Helene Garrison

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee

Dr. Kim Critchlow, Committee Chairperson, Doctor of Business Administration Faculty

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

Walden University
2026

Abstract

Financial Stability Success Strategies for Nursing Homes

by

Jennifer Helene Garrison

PhD Health Services, Walden University, 2015

MS, Wilmington College, 2002

MS, Air War College, 2019

BS, Wesley College, 2000

Research Project Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

March 2026

Abstract

Ineffective regulatory strategies can lead to reduced financial stability. Nursing home leaders who wrestle to improve regulatory practices may find their business facing reduced financial sustainability. Grounded in management by objectives theory, the purpose of this qualitative pragmatic inquiry research project was to identify and explore the effective strategies nursing home leaders used to implement regulatory compliance practices that increase financial sustainability. The participants were nine nursing home leaders who had successfully implemented regulatory compliance strategies within their organizations. Data was collected through semistructured interviews, public websites, and current and archival public documents. Through thematic analysis, three themes were identified: (a) development of knowledgeable staff, (b) developing communication with staff and residents, and (c) promoting innovation for continuous quality improvement. A key recommendation is for nursing home leaders to prioritize understanding costs associated with increased health care regulations. The implications for positive social change include the potential for nursing home leaders to improve the quality of patient care and create employment opportunities to promote community prosperity and financial sustainability within the nursing home industry in the United States.

Financial Stability Success Strategies for Nursing Homes

by

Jennifer Helene Garrison

PhD Health Services, Walden University, 2015

MS, Wilmington College, 2002

MS, Air War College, 2019

BS, Wesley College, 2000

Research Project Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

March 2026

Dedication

This work is dedicated with love and gratitude to my husband, Greg; my son, Adam; and my daughter, Samantha. Your encouragement, patience, and joy have been a source of strength throughout this journey. Each of you serves as a daily reminder of the importance of perseverance, empathy, understanding, and resilience. I love you all so much for being the heart and soul I breathe in daily.

I also wish to dedicate this project to my parents, whose unwavering support, guidance, and sacrifices laid the foundation for my growth and achievements. Your belief in the value of education and determination continues to motivate me. To my wonderful grandchildren, Mason and Allison, thank you for being my inspiration to always care about education and for being an example grandmother to you both. As long as you continue to believe you will achieve and reach your dream goals.

Acknowledgments

I want to express my deep gratitude to my Chair, Dr. Kim Critchlow, for her invaluable guidance, unwavering encouragement, and steadfast support throughout my doctoral journey. I am also thankful to my fellow Critchlow Scholars for their camaraderie and encouragement. Furthermore, I extend my heartfelt appreciation to my family and friends, whose patience, understanding, and unwavering belief in me have strengthened my determination and played a crucial role in reaching this significant milestone.

Table of Contents

List of Tables.....	iii
Section 1: Project Foundation	1
Background of the Problem.....	1
Business Problem Focus and Project Purpose.....	2
Project Research Question	3
Assumptions and Limitations.....	3
Assumptions	3
Limitations	4
Business Project Ethics	4
Evidence-Based Integrative Review	5
Conceptual Framework	7
Management by Objectives.....	8
Business Problem Scholarship Evidence	12
Business Topic Scholarship.....	18
Summary	27
Section 2: Primary and Secondary Industry Data Analysis	29
Nature of the Research Project.....	29
Method and Design	29
Reliability	30
Population, Sampling, and Participants.....	31

Data Collection Activities	33
Data Organization and Analysis Techniques	35
Summary	39
Section 3: Data and Professional Practice.....	41
Project Results.....	41
Theme 1: Development of Knowledgeable Staff.....	46
Theme 2: Enhance Communication with Residents and Staff.....	49
Theme 3: Promote Innovation for Continuous Quality Improvement	52
Business Contributions and Recommendations for Professional Practice	55
Implications for Social Change.....	58
Recommendations for Future Research Project	59
Conclusion.....	61
References	63
Appendix: Interview Protocol for Qualitative Pragmatic Inquiry Research Project.....	78

List of Tables

Table 1. Major Themes	42
Table 2. Staffing Themes	46
Table 3. Communication Themes	50
Table 4. Innovation and Continuous Quality Improvement.....	53

Section 1: Project Foundation

Background of the Problem

Many skilled nursing facility administrators in the United States struggle to meet state and federal care standards while balancing operational costs and rising patient expectations. As the base of younger taxpayers shrinks and the baby boomer population expands, the trajectory of healthcare spending in the United States remains unsustainable (Miyawaki et al., 2020). Under the existing legislation, national health spending is projected to grow at an average annual rate of 5.6% from 2017 to 2025 (Keehan et al., 2017). With rising life expectancy among the elderly population, demand for nursing home services is increasing (Brent, 2021). The largest share of this population is baby boomers, who have raised their expectations for patient-centered healthcare and want a voice in their treatment (Clark, 2022). This prompted the Centers for Medicare & Medicaid Services (CMS) to adjust the payment mechanism for nursing home services in order to increase the value of spending on skilled nursing facilities (Baldwin, 2018). New compliance regulations and the increased demand for excellent service delivery have prompted a significant transformation in the nursing home industry. Nursing homes that accept Medicare or Medicaid beneficiaries need to obtain a “certification of compliance” with federal participation requirements (Baldwin, 2018). They are now frequently subject to regular inspections and fines for noncompliance. Regulatory oversight establishes a baseline for care quality; however, those facilities often fail to meet benchmarks, risk financial penalties, or face license revocation (Baldwin, 2018).

Nursing homes lacking effective strategies will struggle financially and be inefficient, unable to deliver quality care.

Business Problem Focus and Project Purpose

The specific business problem was that some nursing home leaders lack effective strategies to implement regulatory compliance practices that increase financial sustainability. Therefore, the purpose of this qualitative pragmatic inquiry project was to identify and explore the effective strategies nursing home leaders used to implement regulatory compliance practices that increase financial sustainability.

The target population for the project was nursing home leaders who used effective financial strategies to enhance compliance with state and federal regulations, thereby reducing deficiencies, minimizing financial penalties, and improving financial sustainability. Sampling was conducted using purposeful sampling. The project participants comprised night nursing home leaders with demonstrated effective financial strategies to enhance compliance with state and federal regulations, thereby reducing deficiencies, minimizing financial penalties, and improving financial sustainability. Participants were interviewed using a semistructured interview technique for low-risk business topics. Additionally, public-source documents and relevant artifacts were used as sources of data. The qualitative research methodology enables the researcher to understand individuals' perspectives and experiences and to gain a broader understanding of the problem under research project (Lim, 2025), thereby making it appropriate for this research project. The pragmatic inquiry research design may support the process of

integrating perspectives and actions through inquiry (Naeem et al., 2023). Braun and Clarke's (2022) thematic analysis provided the analytic lens for this research project, as it supported the identification, examination, and reporting of patterns of meaning within qualitative datasets. The conceptual framework was Drucker's 1954 management by objectives (MBO) theory.

Project Research Question

What effective strategies did nursing home leaders use to implement regulatory compliance to increase financial sustainability?

Assumptions and Limitations

Assumptions

Assumptions are essential premises regarded as true without direct proof and serve as the groundwork for research design and interpretation (Ellis & Spiegler, 2024). There were four crucial assumptions in this research project. The first assumption was that the volunteer participants would give honest responses. A second assumption was that participants' responses to the questions would be valid and reliable. The third assumption was that the findings from the research project may support current approaches to improve the financial sustainability of nursing homes. Additionally, the fourth assumption was that nursing home leaders approach their work in a manner reflective of broader community approaches for recognizing effective pathways to further sustainability.

Limitations

According to Saunders et al. (2018), limitations are external factors that a researcher cannot control that limit the extent, accuracy, or applicability of the investigation. This research project had four significant shortcomings. The first one was using only participants who consent to take part from nursing homes, which may have limited insights. A second limitation was the small sample size, resulting in a nonrepresentative sample. A third restriction was the use of only a few data collection points. Finally, a fourth limitation was response biases such as social, desirability, or recall bias.

Business Project Ethics

As the researcher, I served as the main instrument for gathering and analyzing data. For data gathering and analysis, the main instrument was me, as the researcher. In addition, I determined the research topic, recruited the participants, established the data-collection procedures, analyzed the data and drew conclusions from the findings. I followed an interview protocol (see Appendix) to ensure consistent interviewing. I followed the recommendations of the Belmont Report to maintain respect for individuals, protect their welfare, promote fairness, and safeguard confidentiality. According to Institutional Review Board Procedures, I secured informed consent of all participants. This included providing thorough, specific information about their responsibilities, roles, and expectations. As transparency was important, I informed them of their right to withdraw consent at any time, if they wish, by phone or email. I outlined potential risks

and benefits and explained how participant information will be kept confidential. There were no incentives to participate in the project. I understand the importance of keeping the identities of the people I researched private. There were several ways I protected their identity. Participants were assigned pseudonyms so their real names were not revealed in any records or statements. All data was stored securely using encryption methods and access controls. I pledged to secure this storage for 5 years, commencing immediately after I finish research, to preserve participant confidentiality. The IRB approval number for this research project is: 08-13-25-0240182.

Evidence-Based Integrative Review

Through this integrative review, I aimed to identify and explore nursing home leaders who used effective strategies to implement regulatory compliance practices that support financial sustainability. The evidence-based integrative review and analysis highlight the issue and persuade readers of the extensive nature and depth of research in this field. As noted by Stokes (2025), a literature review is an effective method for synthesizing research outcomes and providing evidence at a more sophisticated level. During the review, I aimed to identify areas requiring further investigation, which is essential to advancing theoretical and conceptual frameworks.

I conducted an extensive search for my doctoral research utilizing the following keywords: *financial, nursing home, closures, longevity, profitability, regulation, and compliance*. In most of these searches, I incorporated terms such as *nursing facilities, long-term care, and nursing homes*. To deepen my understanding of the elements

influencing the financial viability of nursing homes, I performed additional analyses of research materials from the Department of Human Services, the Department of Health, the U.S. government, and CMS. This comprehensive review was carried out through rigorous analysis and synthesis of data, with a special reliance on health and nursing databases. The academic databases reviewed were MEDLINE, ScholarWorks, ABI/INFORM Complete, CINAHL, ProQuest, and Business Source Complete. I thoroughly checked several databases in nursing and health sciences. The criteria I used included searching across all databases, access to full-text articles, publication in peer-reviewed scholarly journals, and articles published in the United States between 2020 and 2024. After this process, a total of 61 references were obtained. These include 82% of the included references from 2020 to 2024. Crucially, 85% of the 84 articles included were published in peer-reviewed journals. Details of the articles are cited in the literature review.

The organization of the literature review consisted of the following hierarchy based on the purpose of the research project: (a) Drucker's (1954) MBO, (b) CMS's Five-Star Quality Rating System, (c) strategies to promote financial sustainability of U.S. nursing homes, (d) quality of nursing home care, and (e) nursing home regulation and compliance. The purpose of this qualitative pragmatic inquiry project was to explore the effective strategies nursing home leaders used to implement regulatory compliance practices that support financial sustainability.

Conceptual Framework

I chose Drucker's (1954) MBO theory as the lens through which to view the business problem, to help me answer the research project's research question. The core constructs of the MBO framework are implemented through a five-step process: (a) define organizational objectives, (b) translate objectives to employees, (c) monitor performance, (d) evaluate progress, and (e) reward achievement (Rajapakse, 2024). The MBO framework applies to the research project because it enables managers and employees to work collaboratively in establishing organizational goals, thereby fostering teamwork. This approach incorporates structured methods that encourage employee involvement in planning, aiming to enhance efficiency, boost motivation and dedication, and develop strategies to achieve results. The implementation of MBO requires both managers and their staff to set objectives together, regularly assess progress towards these goals, evaluate outcomes, and distribute rewards based on achievements. Objectives should be (a) prioritized according to significance, (b) quantified whenever feasible, (c) realistic, (d) aligned with the organization's policies, and (e) compatible with other existing objectives (Drucker, 1954). Drawing on Drucker's MBO theory, I explored effective practices employed by nursing home leaders to improve compliance with state and federal regulations, reduce potential deficiencies and associated penalties, and promote financial sustainability.

Management by Objectives

In 1954, Drucker introduced the concept MBO, a management approach where both managers and employees collaboratively establish organizational goals to enhance teamwork. In this framework, it is not the role of managers to impose objectives on staff; instead, employees play an essential part in setting their own personal targets. This empowerment fosters employee motivation, enabling them to reach their full potential. Managers ensure that these individual goals align with the broader aims of their departments and the organization as a whole (Drucker, 1954).

MBO entails a structured approach aimed at enhancing efficiency while fostering employee involvement in planning to boost motivation and dedication towards achieving specific outcomes. This approach involves a collaborative effort between managers and their team members to establish goals, periodically review progress toward these objectives, assess outcomes, and allocate rewards based on the progress achieved (Drucker, 1954). According to Chitpin (2020), the successful implementation of MBO requires managers at all tiers to gather for 1 or 2 days every 6 months to engage in open discussions about any challenges facing the organization.

Linkletter and Tabesh (2025) noted that MBO serves as an effective tool for enabling every employee in an organization to collaboratively influence and define the company's future. This is achieved by establishing individual and team goals through candid conversations that incorporate various viewpoints regarding the business's requirements. Voicing differing opinions is promoted to uncover shortcomings and

identify areas for improvement, ultimately enhancing both professional growth and the organization's overall success (Tavo & Rasmus, 2024). MBO necessitates open and sincere communication among employees. It compels managers to assess themselves, their colleagues, and their team members in order to facilitate the organization's attainment of its goals (Drucker, 1954).

Drucker's (1954) work, *The Practice of Management*, includes a section titled "Management by Objective and Self Control," which outlines the process of establishing managerial objectives. These objectives are derived from overarching business goals. According to Rao (2021), managers should consider how their unit's objectives align with those of other units and recognize how support from these units can help them achieve their own targets. Fostering teamwork is crucial to achieving objectives and goals effectively. It is crucial to evaluate each team member's skills and readiness to support both organizational goals and individual aspirations. Additionally, Rao noted that Drucker emphasized the importance of managerial leadership in team development, stressing that every individual's contribution plays a crucial role in enhancing overall performance towards achieving both short-term and long-term organizational goals. Drucker (1954) asserted that managers should prioritize the establishment of objectives by addressing three fundamental questions: (a) Who are our customers? (b) What do our customers find valuable? and (c) What is our business? The primary objective of a business is to draw in customers and meet their needs. A customer's perception of what they are purchasing, along with their values, underpins the demand for the business's

offerings and plays a crucial role in determining its success and sustainability (Linkletter, 2024). Management involves setting and pursuing goals effectively. Managers need to define objectives based on both the organization's current state and its future direction (Isaka & Shimada, 2022). It is essential for whom? to prioritize these objectives by their significance, express them quantitatively when feasible, ensure they are realistic, align them with organizational policies, and ensure they coexist harmoniously with other goals (Drucker, 1954). Objectives serve as the cornerstone of any organization; without clear goals, it becomes unfeasible to plan strategically, organize resources efficiently, set accurate performance expectations, lead effectively, or make informed decisions (Tavo & Rasmus, 2024).

According to Chitpin (2020), managers should refrain from imposing objectives, taking employees for granted, or perceiving them merely as interchangeable resources. Drucker (1954) noted that managers' function should be to facilitate employee productivity by recognizing and enhancing their strengths while addressing weaknesses through those same strengths. Employees ought to perceive their roles as more than just a means of earning a livelihood; they should feel autonomous, respected, a sense of belonging, dignity, and security (Jaworski & Cheung, 2023). They play an active role in setting goals and are evaluated on their ability to achieve these targets (Drucker, 1954). Accountability permeates all organizational levels. Employees must clearly understand management's expectations, the methods required to meet them, and the consequences of failing to do so (Linkletter, 2024). To achieve organizational objectives and maintain

financial sustainability, every team member must prioritize enhancing customer satisfaction, improving quality and productivity, and encouraging beneficial changes. Businesses can only thrive amidst change by perpetually evolving and innovating (Drucker, 1954).

Cooperrider (2021) observed that the financial health of any organization relies on these efforts. Promoting sustainability entails implementing processes that reinforce the essential characteristics required for uninterrupted operations while benefiting a variety of stakeholders. According to Dhillon (2022), MBO often starts as well-meaning aspirations that managers leverage to enhance organizational performance. By analyzing challenges, prioritizing tasks, and setting measurable goals supported by effective strategies, managers drive results (Drucker, 1954). Leaders develop innovative plans with clear intentions to formulate successful strategies that direct employees towards achieving performance targets critical for ensuring the organization's long-term sustainability (Drucker, 2001). Managers can attain their desired results by analyzing challenges, prioritizing tasks, and defining clear goals and objectives that incorporate effective strategies (Drucker, 1954). Meeting these goals successfully enhances an organization's financial sustainability. Drucker (2001) outlined four key strategies for achieving organizational aims: "Being firstest with the mostest" emphasizes that a product must consistently outperform competitors by being ahead of them in quality or innovation (p. 174). "Hitting them where they ain't" refers to identifying opportunities to offer customers something unavailable from rivals (p. 174). Rao (2021) stated that

“Finding and occupying a specialized ecological niche” involves positioning the organization to deliver unique services that competitors do not (p. 174). Isaka and Shimada (2022) highlighted the importance of organizations reevaluating their strategies to meet customer needs and enhance their offerings in response to changes in the economic characteristics of a product, market, or industry.

According to Ogunbayo (2025), Drucker’s MBO theory offers a lasting framework centered on goals, decentralization, and prioritizing customer needs. His leadership concepts continue to influence contemporary businesses as they strive to empower teams and enhance performance. Drucker highlighted the importance of learning, transparency, and accountability as essential components for achieving long-term success. Ogunbayo explained that implementing his principles today enables organizations to remain adaptable, focused on people, and prepared for the future.

Business Problem Scholarship Evidence

Nursing home leaders encounter various obstacles, including heightened competition among providers, an increase in residents with complex medical needs, increased regulatory demands, and declining reimbursement levels (Fisher & Castle, 2012). Reduced reimbursement rates could constrain the expansion of the nursing care facility sector from Medicare and Medicaid (Morel et al., 2024). The approaches nursing home leaders adopt to navigate these difficulties significantly influence the financial viability of the nursing homes they manage. The research question of my research project was as follows: What effective strategies do nursing home leaders use to implement

regulatory compliance to improve financial sustainability? MBO provides a basis for understanding effective strategies nursing home leaders can implement to encourage employee involvement. This participation is crucial for fostering collaboration aimed at modifying nursing home practices, which in turn enhances compliance with state and federal regulations, reduces the risk of deficiencies and associated penalties, and supports the financial viability of these facilities. To illustrate the applicability of Drucker's MBO beyond nursing homes, I used the ProQuest and ScholarWorks databases to identify and analyze scholarly works that have employed MBO theory in doctoral research.

Alanazi et al.'s (2024) research project on the influence of managerial effectiveness on organizational performance supports Drucker's management theory by asserting that effective leadership, sound decision-making, and ethical conduct should serve as core objectives guiding all managerial decisions. Alanazi et al. emphasized that organizations grounded in these principles demonstrate sustained productivity, employee engagement, and long-term strategic success.

Successful managers understand that effective leadership practices in a given setting are key to success, as they create goals in every domain of the business, linking sustainable performance and outcomes to performance (Drucker, 2001). This research project is relevant to my research purpose: to identify successful strategies used by nursing home leaders to implement changes that help them meet state and federal regulations and maximize the financial sustainability of nursing homes. Nursing homes typically serve two main client segments: elderly citizens who need help with non-

medical tasks, and post-acute patients who seek physiotherapy and nursing care after being hospitalized for acute medical conditions (Werner et al., 2023). As noted by the Centers for Disease Control and Prevention (CDC), in 2020, there were 15,600 nursing homes across the United States with 1.7 million licensed beds, which were home to about 1.4 million people (Miyawaki et al., 2020). The average nursing home has 106 beds. About 19% of these homes are sub60, compared with nearly 30% with over 120 beds overall (Miller et al., 2023).

Individuals residing in nursing homes define quality care as the fulfillment of their needs and expectations through personal interactions within an environment that resembles home. Nursing facilities are subject to stringent regulations imposed by state and federal authorities, requiring caregivers to balance resident preferences with safety measures and quality-of-care standards (McGarry & Grabowski, 2021). The combination of stricter compliance requirements and an increasing demand for services from a discerning baby boomer demographic has underscored the importance of care providers being extensively trained to meet regulatory obligations while also addressing residents' heightened expectations for quality care.

Quality care involves performing the appropriate actions at the right moment to attain optimal outcomes (Duffy, 2022). Staff in nursing homes deliver quality care to residents by ensuring that all treatments and services adhere to recognized professional practice standards, respect residents' preferences, and align with the comprehensive, resident-centered care plan (Grabowski, 2022). Providing reliable and high-quality care

should be the primary objective for all staff members in a nursing facility. The CMS mandates that residents must receive the necessary care and services to attain or preserve their optimal level of physical, mental, and psychosocial functioning and overall well-being (Grabowski, 2022). The quality of care hinges on a nursing home's capacity to fulfill the care and service requirements and expectations of its residents. Achieving consistent high-quality care has been an ongoing challenge and concern for individuals residing in U.S. nursing homes (McGarry & Grabowski, 2021).

The 1987 Omnibus Budget Reconciliation Act (OBRA) initiated regulatory reforms designed to improve the quality of care within the nursing home sector. Nevertheless, the quality of care remains inadequate (Gaugler, 2016). The Affordable Care Act (ACA) built upon the care quality standards set forth by OBRA. It was incorporated into the Nursing Home Transparency and Improvement Act, which sought to simplify ownership, management, and financial frameworks that hindered surveillants' efforts to ensure compliance with federal nursing home regulations (Harrington et al., 2021). Further initiatives were introduced to establish new policies that foster compliance with nursing home regulations and enhance quality. Enrollment in Medicare and Medicaid now depends on the execution of a Quality Assurance Performance Improvement (QAPI) program (Mannethodi & Nashwan, 2025).

QAPI combines two methodologies for quality enhancement: Quality Assurance (QA) and Performance Improvement (PI) (Lane, 2024). QA is a reactive approach that nursing home leaders use to identify unmet quality benchmarks and formulate plans to

ensure acceptable care and regulatory compliance. In contrast, PI is an ongoing, proactive strategy aimed at improving processes in nursing homes to prevent or minimize noncompliance by addressing the root causes of issues, thereby enhancing care quality and residents' overall well-being (Mannethodi & Nashwan, 2025).

In 2016, the CMS introduced the Nursing Home Action Plan for 2016/2017, aimed at enhancing the quality of life, health, and safety of nursing home residents through five practical strategies (Harrington et al., 2021). The first strategy focuses on increasing consumer awareness and support by ensuring access to relevant, timely information on the NHC website, enabling consumers to effectively manage their care while holding the healthcare system accountable for its services and the level of care provided (Grabowski, 2022). The second strategy aims to improve survey processes, standards, and enforcement measures by refining annual nursing home surveys and swiftly addressing consumer or family member complaints (Grabowski, 2022). The third strategy enhances enforcement activities by emphasizing resident-centered health quality within an enforcement framework that guarantees both safety and compliance with federal regulations (Grabowski, 2022). The fourth strategy promotes improved quality through cultural transformation and personalized care, leveraging quality improvement initiatives focused on critical issues such as minimizing physical restraints, preventing pressure ulcers, and reducing antipsychotic medication use (Grabowski, 2022). Finally, the fifth strategy adopts a collaborative approach to devise strategic plans that integrate

efforts across various stakeholders while coordinating resources effectively (Grabowski, 2022).

In 2017, CMS collaborated with Quality Innovation Network-Quality Improvement Organizations to engage leaders and direct care personnel from high-performing nursing homes throughout the United States (Linkletter, 2024). This involved questioning and observing them to uncover their methods for maintaining quality and for implementing effective practices that enhance care standards. The findings revealed key themes and successful strategies, which were then formulated into actionable items, change concepts, and strategies that nursing home leaders can adopt. According to Linkletter (2024), these initiatives are designed to improve systems that affect both the quality of care provided and residents' overall well-being by establishing performance-enhancing practices that aim to eliminate adverse conditions in healthcare settings while enhancing resident satisfaction in nursing homes.

According to Braun et al. (2024), some of the strategies nursing home leadership can develop for improving their systems are (a) lead their teams with a clear purpose and high standards (strong mission and values), and build an organizational culture that values acceptance over punishment; (b) recruit and retain employees: qualified, compassionate employees who understand the mission, values, and cultural framework of the organization are required to provide good quality care; (c) resident-centered: when we focus on meeting residents where they are, that means respecting their wishes and meeting them in meaningful context as part of the activities of their lives within the

home; (d) teamwork: fostering respect, communication, and teamwork between staff and residents is essential; ensuring access to information throughout the facility helps to achieve a goal by everyone working for the same objectives; (e) a lifelong-learning culture: organizations need to promote a climate of learning, whereby staff are equipped to adapt by utilizing data for performance improvement while also leveraging resources effectively in a connected environment; (f) holistic clinical care provisioning: understanding the residents will deliver the best possible care for them; anticipating their health status to proactively address their health condition whilst also preventing complications related to the healthcare field; and (g) robust business practices development: establish sound business principles aligned with operational success, including managing finances prudently while maintaining integrity focused on resident welfare alongside investing in necessary supplies and equipment for delivering high-quality care within a comfortable home-like atmosphere (Brunt, 2023).

Business Topic Scholarship

CMS's Five-Star Quality Rating System

Providing information on the quality of care in nursing homes is essential. In 1998, the CMS launched the Nursing Home Compare (NHC) website, which publicly discloses quality metrics by detailing the characteristics of nursing facilities, staffing levels, performance measures, and survey outcomes for every Medicare and Medicaid-certified facility (Chen et al., 2024). To aid individuals in comparing and selecting nearby nursing homes, CMS introduced the Five-Star Quality Rating System on the NHC

platform in 2008 (Miller et al., 2023). This system rates certified nursing homes on a scale of 1 to 5 stars.

Konetzka et al. (2021) stated that nursing homes rated 1 or 2 stars are considered below average in quality, while those rated 4 or 5 stars are considered above average. The overall star rating is derived from a composite evaluation across three domains: health inspections, staffing levels, and quality measures, with each domain receiving an individual five-star rating. The calculation begins with the health inspection score; if a nursing home's staffing rating is four or more and exceeds its health inspection score, one star is added—similarly, a one-star staffing rating results in a one-star deduction. Additionally, a five-star quality measure rating adds one star, while a one-star quality measure rating subtracts one star. Ultimately, the overall star rating must remain within the one to five-star range (Konetzka et al., 2021).

CMS continuously updates the data for the Five-Star Quality Rating System. Inspection data is refreshed monthly on the NHC website, while information regarding quality measures and staffing levels is updated quarterly (Brunt, & Bowblis, 2023). The star ratings are based on health inspection results from standard and complaint surveys conducted over the past 3 years, evaluating compliance with minimum quality standards set by Medicaid and Medicare. Staffing calculations reflect the average daily hours of nursing care provided per resident.

Quality measures assess clinical and physical criteria to evaluate the effectiveness of staff care for residents in nursing homes (Konetzka et al., 2021). These measures rely

on data collected over the past four quarters, with total quality scores reflecting equally weighted assessments adjusted for differences in prevalence (Miller et al., 2023). The Minimum Data Set (MDS) assessment tool captures functional and health-related information about residents in nursing facilities to calculate these quality measures, including the percentages of residents who develop new or worsening pressure sores, experience moderate to severe pain, or sustain significant injuries from falls (Konetzka et al., 2021). Surveyors utilize MDS data to ensure compliance with the quality expectations outlined in CMS's Five-Star Quality Rating System.

Strategies to Promote Financial Sustainability in U.S. Nursing Homes

Leading sustainability requires managers to set clear objectives, make informed strategic decisions, and promote ethical practices to ensure the long-term viability of their organizations (Waite, 2024). In the healthcare sector, leaders are expected to act with integrity and accountability, making decisions that enhance quality, safety, and the overall well-being of stakeholders while minimizing associated risks (Singh et al., 2024). To achieve sustainability in business, managers must reevaluate their strategic approaches and develop and implement strategies that embed sustainability into core operations (Klettner et al., 2024). Organizations increasingly leverage innovation as a strategy to maintain competitiveness and enhance profitability. The growing emphasis on both innovation and sustainability has prompted companies to intensify their efforts in these areas, securing a competitive advantage and fostering opportunities for profitable growth within their industries (Waite, 2024).

Leaders in skilled nursing facilities often implement strategies designed to improve operational and allocative efficiency while reducing expenses to increase revenue. Strategic planning is crucial for organizations seeking to achieve their objectives and improve operational performance (Chen & Taylor, 2016). Shield et al. (2014) noted that competent leaders proactively utilize their knowledge to devise effective strategies (“What makes leaders more effective? It is all down to strategy” (p. 129). Nurse home administrators must ensure staff compliance with these strategies to maintain financial stability. As the population ages, nursing homes must attract and retain well-trained personnel capable of delivering high-quality care (Shield et al., 2014). Managers should promptly address undesirable behaviors by reeducating staff as necessary. Effective engagement between nursing home leaders and staff increases the likelihood of meeting CMS quality care standards (Briggs, 2025). NHAs must employ leadership techniques that reinforce adherence to quality care practices among staff members (Fisher & Castle, 2012).

Nursing home leaders play a critical role in securing the financial viability of nursing homes by enforcing regulatory compliance among staff and meeting quality expectations pertinent to the aging baby boomer demographic. This literature review employs a MBO framework. Addressing various challenges inherent in managing nursing homes demonstrates how the MBO theory aids understanding of how NHAs’ strategic approaches bolster compliance with state and federal regulations, thereby mitigating deficiencies and associated fines that are crucial for financial sustainability.

Quality of Nursing Home Care

Nursing facilities cater to one of the most at-risk groups in society (Weech-Maldonado et al., 2019). Individuals considered vulnerable often have a diminished capacity to safeguard themselves due to factors such as illness, advanced age, or various physical and mental disabilities (Green, 2025). A significant portion of elderly individuals experience multiple health issues and face challenges related to either their physical or cognitive abilities (Murad et al., 2022). All seniors fall into this category of vulnerability. Among them, those who are particularly at risk may require admission to a nursing facility for recovery and rehabilitation following an acute medical condition or for receiving tailored high-quality care throughout the remainder of their lives.

Nursing homes primarily serve two distinct populations: long-term residents who require assistance with non-medical daily living activities, and post-acute care patients who need rehabilitation and support following hospital discharge due to serious health issues (Werner et al., 2023). According to data from the CDC, as of 2024, the United States had approximately 15,600 nursing facilities. Collectively, these facilities provided around 1.7 million licensed beds and cared for nearly 1.4 million residents (Keehan et al., 2017). On average, a nursing home consists of about 106 beds; nearly 19% of these facilities have fewer than 60 beds, while almost 30% accommodate more than 120 residents (Miller et al., 2023).

Quality of care means taking these actions at the appropriate place in time to achieve the best possible outcomes (Green, 2025). To provide the highest-quality care,

nursing home staff make sure that all treatments and services follow established professional standards, honor residents' preferences, and adhere to a resident-centered comprehensive care program (Grabowski, 2022). The Omnibus Budget Reconciliation Act of 1987 (OBRA) launched a range of reforms across the nursing home. Nonetheless, questions of inappropriate care persist (Gaugler, 2016). The Affordable Care Act (ACA) expanded on OBRA's quality standards and was integrated into the Nursing Home Transparency and Improvement Act of 2009 (Williams, 2024). Congress passed it in an effort to remove the management and financial structures that had previously been seen as hindrances to surveyors in enforcing compliance with federal nursing home regulations and had hindered their power (Harrington et al., 2024). In addition, new policy measures were put in place to ensure consistent adherence to nursing home regulations and to enhance overall healthcare. Currently, participation in Medicare and Medicaid requires you to put in effect a Quality Assurance Performance Improvement (QAPI) program. QAPI integrates two of those approaches: Quality Assurance (QA) and Performance Improvement (PI) (Mannethodi & Nashwan, 2025). QA is a reactive approach that nursing home leaders use to find out failures to meet quality standards and develop plans to meet compliance and appropriate levels of care.

In 2016, the CMS developed the Nursing Home Action Plan for 2016 & 2017, designed to increase health outcomes, quality of life, and safety for residents through five strategies (Harrington et al., 2020). The initial plan aimed to improve consumer awareness and assistance by delivering timely information about care through the NHC

site, enabling consumers to make informed decisions and hold the health system accountable (Harrington et al., 2020). The second goal was to streamline the process of administering surveys and ensuring enforcement, enhance annual assessments of nursing homes, and address complaints by patients/nursing home residents or families (CMS, 2016). A third strategy bolstered enforcement measures by integrating resident-focused health quality into an environment that ensures safety and fidelity to federal legislation (CMS, 2016). The fourth approach advocated for quality of care by modifying cultural norms and individualizing care to mitigate some of the most critical risks, including reduced use of physical restraints, prevention of pressure ulcers, and limited use of antipsychotic medication (CMS, 2016). Lastly, the fifth strategy promoted a shared focus on strategic planning that unifies stakeholders and maximizes resource use (CMS, 2016).

Based on Myers et al. (2025), the CMS collaborated with Quality Innovation Network-Quality Improvement Organizations to connect with leadership and direct care staff at outstanding nursing homes throughout the United States. This process involved interviews and observations to learn about their approaches to maintaining quality and the strategies that drive practice advancement toward higher-quality care. Noghrehchi et al. (2024) noted the results and developed them into actionable items, ideas for change, and strategies nursing home leaders can apply. These efforts seek to address the systems that underpin both the quality of care provided and the broader well-being of residents by modeling practices that help optimize performance, eradicate detrimental conditions in care settings, and increase satisfaction among nursing home residents.

The strategies that nursing home leaders can apply to improve systems are (a) leadership direction, where supervisors lead their teams to a vision and high goals and develop a mission and values, a strong organizational culture that promotes acceptance over punishment; (b) staff selection and retention, allowing the recruitment and retention of capable, kind staff that fit the organization's mission, values, and culture is crucial to the promotion of quality care delivery; (c) resident-centered attention, which emphasizes the necessity to honor the resident's preference that will allow the team to genuinely interact with the resident, celebrate the residents' lives in a safe place; (d) team development, where respectful collaboration is encouraged between the staff and residents; (e) commitment to continuous learning, where institutions work to encourage a learning culture, so that staff are ready to take data to improve, managing resources efficiently within a system; (f) providing the best clinical care possible holistically requires understanding the needs of the residents themselves at all times; anticipating the needs of residents makes management of the changing circumstances possible, thereby preventing any ill health and possible complications for health care; (g) building an organization with solid business theories so that the operating methods maintain business ethics towards all residents, for example in controlling finances while preserving the integrity of the resident's well-being and ensuring that the necessary supplies and equipment are provided in order to guarantee the high-quality care in the home environment (Bilfeldt & Mahler, 2024).

Nursing Home Regulation and Compliance

Nursing homes are heavily regulated, subject to inspections and potential penalties by CMS if they decide to accept Medicare or Medicaid beneficiaries (Swinehart, 2019). Facilities reimbursed by these programs must obtain a certification of compliance, which specifies their compliance with federal participation standards (Dunbar et al., 2023). The responsibility for ensuring quality care in nursing homes is shared between CMS and state survey agencies. During onsite inspections, DoH (Department of Health) surveyors monitor staff care and determine whether it meets residents' individual needs (Dunbar et al., 2023). The Online Survey Certification and Recording (OSCAR) system collects data from nursing home evaluations needed for Medicare and Medicaid certification. OSCAR provides comprehensive details on the operational characteristics of nursing homes, including patient demographics, which aids in delivering quality services that align with federal mandates while addressing residents' needs (Wang et al., 2024). Nursing facilities must ensure compliance with both state and federal safety and quality standards (Dunbar et al., 2023). Long-term care facilities have been required to comply with these government-imposed quality benchmarks to receive reimbursement. Licensing and regulation of other health facilities, including nursing homes and hospitals, are also carried out by the DoH (Poh et al., 2021). State health departments supervise healthcare organizations under CMS to ensure compliance with pertinent regulations at both the state and federal levels (Poh et al., 2021). Survey teams representing the state are responsible for granting certification to nursing facilities and

investigating complaints of possible noncompliance with health and safety regulations. Every year, nursing homes are required to undergo unannounced, annual standard surveys, life safety code assessments, and a complaint investigation process (Chapin & Lewis, 2023). Inspectors evaluate compliance with 180 federally mandated regulatory standards covering diverse areas, including comprehensive care plan development, infection control protocols, safe food-handling practices, sanitation measures, food storage procedures, and proper medication administration (Dunbar et al., 2023).

The goal of this literature review was to summarize existing academic literature and examine strategies that nursing home administrators effectively used to implement regulatory compliance practices, with financial sustainability as a top priority. The financial health of nursing homes rests on the shoulders of their leaders. Citations of a deficiency suggest that inadequate management practices are currently in place. The overall star ratings assigned to nursing homes are based on three domains — health inspections, staffing levels, and quality measures. Improper management increases the likelihood of deficiency citations, and deficiencies can negatively affect star ratings. So, compliance with regulations positively impacts operational performance and reduces deficiency-related threats: a key issue for maintaining the financial viability of nursing homes.

Summary

This evidence-based integrative review demonstrates a qualitative-pragmatic inquiry research approach as the most effective method for investigating the successful

strategies employed by nursing home leaders to enhance compliance with state and federal regulations. This approach was selected as the most suitable method for examining the effective strategies used by nursing home leaders to enhance compliance with state and federal regulations, thereby reducing potential deficiencies and associated fines and ensuring financial sustainability. In the literature review, I discussed how MBO theory serves as a foundational framework for understanding the successful approaches nursing home leaders may adopt to encourage employee engagement. This collaboration is essential for implementing changes in nursing home operations that improve adherence to regulatory standards while minimizing potential shortcomings and resulting penalties, ultimately fostering financial viability. Additionally, I explained how the MBO conceptual framework aligns with and extends the work of other scholars.

Section 2: Primary and Secondary Industry Data Analysis

Nature of the Research Project

I chose a qualitative research method to profoundly explore the practical strategies that nursing home leaders use to implement regulatory compliance practices that support financial sustainability. Qualitative researchers aim to explore and understand a problem or concept rather than rely on quantitative data (Lim, 2025). The pragmatic inquiry research framework effectively fosters the integration of diverse perspectives and actions through thorough investigation (Braun & Clarke, 2023). This approach enhances understanding by leveraging evidence-based theories and participants' lived experiences related to the pragmatic inquiry research project. The combination of qualitative methods with pragmatic inquiry yielded insights that were both academically rigorous and applicable to real-life challenges.

Method and Design

According to Ünlü and Qureshi (2023), the research question is integral to determining the most suitable research methodology. If the research question requires exploration, description, or understanding, a qualitative approach is necessary. In contrast, a quantitative method is appropriate when the inquiry involves experimentation, investigating cause-and-effect relationships, or assessing correlations among variables (Ünlü & Qureshi, 2023). The pragmatic inquiry research design supports the integration of perspectives and actions through inquiry (Braun & Clarke, 2023) by understanding the concept through evidence-based concepts and participants' experiences in the research

project. Ultimately, the choice of research method depends on its ability to generate data that effectively addresses the research question. The pragmatic inquiry research design emphasizes practical relevance and real-world application. This approach focused on addressing concrete issues and generating practical knowledge. The data consisted of the following: (a) semistructured interviews related to low-risk business subjects, (b) publicly available documents, and (c) relevant artifacts will be the key data.

Reliability

In research, reliability is essential for facilitating the replication of research using identical measurement tools and data sources (Williams, 2024). Reliability ensures that a research project can be conducted repeatedly with consistent outcomes by applying a uniform judgment criterion, unbiased measurements, and evaluating recent and relevant phenomena. Reliability is verified when similar findings can be consistently reproduced (Rackwitz, 2023). Researchers can enhance reliability throughout the data collection and analysis processes by maintaining objectivity in data handling and consistently applying the same methods across all cases (Rackwitz, 2023). Member checking involves sharing interpretations or data from the research with interview participants to solicit their feedback, allowing them to confirm or amend those interpretations (Braun & Clarke, 2023). I analyzed the interviews, transcribed them into a Microsoft Word document, interpreted the content, and employed member checking to strengthen both validity and reliability.

Validity is crucial for assessing whether a measurement accurately reflects the concept in the research project, which is essential for achieving research objectives and ensuring the appropriateness of the topic being measured. Validity confirms that the sample of respondents represents the broader population. To maintain both credibility and validity, researchers need to collect data accurately, interpret it correctly, and draw conclusions that genuinely reflect participants' perspectives on their life experiences (Braun & Clarke, 2024).

Data saturation occurs when information accumulates to the point of overlap, enabling researchers to develop a comprehensive understanding of emerging characteristics through comparative analysis (Ahmed, 2025). To ensure data saturation, I continued interviews until no new themes emerged. By integrating these strategies, I reinforced the study's trustworthiness while ensuring credibility. I ensured the reliability and validity of my data collection, and I engaged in member checking with participants to validate my data interpretation. I followed established interview protocols for each participant until data saturation was reached. Upon completing my research project, I transcribed, summarized, and verified the accuracy of the interview recordings. Furthermore, I strengthened the reliability of my findings by employing methodological triangulation with both primary and secondary data sources.

Population, Sampling, and Participants

The participants in my research project were nine nursing home leaders who successfully implemented regulatory compliance practices that increased financial

sustainability, resulting in facilities achieving an aggregated 5-star rating, all participants were located in Pennsylvania. I contacted the participants by sending email invitations, leveraging LinkedIn connections, and engaging with professional associations. Once a candidate expressed interest in my invitation, I initiated a conversation to cultivate a productive relationship that would enhance the effectiveness of my research. I leveraged my experience as a healthcare administrator to engage with participants and build a strong rapport. This strategy proved effective, encouraging them to share valuable insights that significantly contributed to addressing the research question.

I used a purposeful sampling technique for this research project. This nonprobability sampling method is frequently used in qualitative research (Nyimbili, & Nyimbili, 2024). Participants were intentionally selected to represent a diverse array of experiences and perspectives, with criterion sampling applied to choose individuals based on specific criteria relevant to the research question. Researchers justify the sample size by ensuring that the collected data are sufficient to answer the research question (Dahal et al., 2024). Qualitative researchers use criterion sampling to select research participants based on criteria met, such as an individual's role in the research project or in an agency (Nyimbili, & Nyimbili, 2024). I used criterion sampling because I wanted to interview only nursing home leaders who met the criterion of managing a 5-star-rated nursing home in Pennsylvania. This purposeful methodology is particularly advantageous for researchers aiming to explore complex phenomena or to achieve a comprehensive

understanding of specific cases (Staller, 2021). Although my participant population was nine, I achieved data saturation after eight interviews.

Data saturation is crucial for building trust and confidence in a research project's outcomes, as it enhances both the reliability and validity of the results. This concept denotes the point at which no new information can be obtained (Ahmed, 2025). Data saturation is deemed to be achieved when participants stop offering additional insights. To ensure data saturation, I conducted an additional interview.

Data Collection Activities

As the researcher, I played a crucial role in data collection, utilizing semistructured interviews to gather and analyze information. To ensure consistency in the interviewing process across participants, I implemented a standardized interview protocol (see appendix). Furthermore, I supplemented my findings with secondary data obtained from publicly accessible sources. I conducted semistructured interviews to collect information from participants, eliciting responses to six open-ended questions. In addition, I sought out publicly accessible artifacts to enrich the data. To maintain consistency throughout the process, I followed a standardized interview protocol that established a uniform framework for each participant. I conducted a thorough search for subject-matter experts on LinkedIn and through my professional network. After carefully reviewing candidates to ensure they met the necessary criteria, I scheduled interview times based on their availability.

I initiated data collection for my research by informing participants about the research project's objectives and the withdrawal process, and by addressing any questions they had before we began. Each participant was presented with the informed consent form, which they agreed to and signed prior to the interview. Data were collected through audio-recorded semistructured face-to-face interviews guided by an interview protocol (see Appendix) and supplemented by information from Medicare's National Health Care (NHC) website, which outlines the three domains contributing to nursing homes' overall star ratings: health inspections, staffing, and quality measures. Interviews were audio-recorded, and I also took handwritten notes in a journal throughout the process. The interview protocol (see Appendix) comprised six open-ended questions.

In subsequent interviews, I employed probing questions and member checking to verify that my interpretations of participants' responses were accurate. Member checking permitted nursing home leader participants to clarify my interpretations and to contribute additional information, ensuring comprehensive data saturation. I employed a structured interview protocol to guide the process. This protocol included a warm greeting, an introduction to the research project, a reminder of participants' right to withdraw at any time, the interview questions, expressions of gratitude, and information about the subsequent member-checking process. During my interviews, I asked probing questions to elicit deeper insights into participants' views on effective strategies for ensuring compliance with state and federal regulations. This information informed my research

project, as I analyzed nursing home leader responses on successful strategies and categorized them into themes based on both commonalities and differences.

For my secondary data collection method, I extracted information from Medicare's NHC website regarding the three domains that determine nursing homes' overall star ratings (health inspections, staffing, and quality measures). I assessed and compiled documentation on star ratings for all five-star nursing homes located in Pennsylvania. My analysis focused on how individual domain ratings influence the overall star ratings of these five-star facilities. It provided insights into effective strategies nursing home leaders used to implement regulatory compliance practices that increase financial sustainability. Methodological triangulation was achieved by comparing data from my interview technique with documentation sourced from Medicare's NHC website. The interview protocol is located in the Appendix and listed in the Table of contents.

Data Organization and Analysis Techniques

Effective qualitative data analysis relies heavily on organizational methods, including research logs, reflective journals, and cataloging and labeling systems. Additionally, establishing consistent practices for file naming and folder organization is crucial (Zairul, 2025). In my research project, I organized all interview data in a question-by-question format, using audio recordings and notes taken during the interviews. I also formatted the data obtained from the NHC website using Microsoft Excel. To ensure participant confidentiality, it is essential to assign codes to identifiable information, such

as names and addresses, and store this data separately (Hendren et al., 2023). Each participant was assigned a unique code beginning with Nursing Home Leader 1. Furthermore, I maintained a Microsoft Word document that linked participants' names to their corresponding codes. This system has proven valuable in the analysis process, generating vivid, clear visual representations that enhance productivity.

My data analysis employed both thematic and narrative approaches to evaluate the gathered information. Thematic analysis is an exploratory method that allows researchers to identify meaningful patterns within a dataset (DeJonckheere et al., 2024). This adaptable approach is widely used, making it suitable for a range of qualitative research frameworks. I adhered to the six-step process outlined by Braun and Clarke (2023), which includes (a) familiarizing yourself with the data, (b) generating initial codes, (c) searching for themes, (d) reviewing themes, (e) defining and naming themes; and (f) I reviewed the interviews and converted them into a Microsoft Word document for analysis. To enhance both the validity and reliability of my findings, I employed member checking. I sent each participant my interpretations of their responses, along with my interpretations of the data, via email for approval of the data's validity, on the same day of the interview. I compiled all documents, interview transcripts, and audio recordings into a directory labeled with each participant's pseudonym. To conduct the interviews, I used Microsoft Teams and Microsoft Word to transcribe the audio files for analysis.

I analyzed the data from my research to identify emergent themes using Braun and Clarke's six-step thematic analysis process. These themes were instrumental in developing effective strategies to enhance regulatory compliance, reduce potential deficiencies and associated fines, and ultimately promote financial sustainability within nursing homes. The successful strategies nursing home leaders use are as follows: (a) developing knowledgeable staff promotes regulatory compliance; (b) enhancing communication with residents and staff immediately following an updated state or federal regulation in meetings, and discussing it; and (c) promoting innovation for continuous quality improvement, ensuring regulatory compliance, and promoting sustainability. By employing Braun and Clarke's (2023) structured six-step thematic analysis, I ensured a systematic approach to analyze my collected data effectively.

I organized all pertinent documents, interview transcripts, and audio recordings into a directory labeled with a fictitious name for each participant. For the interviews, I utilized Microsoft Teams and transcribed the audio recordings using Microsoft Word for practical analysis. I utilized thematic analysis to systematically investigate qualitative data, uncover consistent themes and patterns, and offer insights by applying Drucker's MBO framework. Additionally, I contrasted the identified themes with existing literature.

The themes that emerged from the data analysis revealed three key themes from the data collected: (a) developing a knowledgeable workforce to enhance employee performance, (b) improving communication between residents and staff, and (c) fostering innovation for continuous quality improvement. Before delving into these emerging

themes, new literature has identified various approaches to effectively address them, thereby reinforcing the foundational concepts of theoretical frameworks. For example, Aese et al. (2021) suggested that by developing a knowledgeable workforce at nursing homes, leaders can provide a practical approach to enhance staff expertise to promote compliance with regulations as a key strategy, while Sturmberg et al. (2024) emphasized the importance of investing in employee development, providing growth opportunities, and supporting employees during challenges such as burnout. The theme of developing a knowledgeable workforce to enhance employee performance corresponds with the theme that employee performance is closely aligned with Herzberg's (1959) motivation-hygiene theory, which offers valuable insights into the complexities of employee motivation and job satisfaction by recognizing the distinct roles of motivators and hygiene factors, organizations can tailor their strategies to enhance employee well-being and boost performance in the workplace which ultimately leads to positive work outcomes. Alkadash et al. (2020) confirmed the crucial role of job autonomy in improving employee productivity and performance, a finding that was corroborated by participant feedback. Their research project broadened its focus by directly connecting job autonomy to both employee engagement and well-being, thereby reinforcing the motivation-hygiene theory predictions. New literature findings from Bhattacharyya et al. (2024) emphasized three effective strategies for retaining nurse home leaders' employees: investing in employee development, providing growth opportunities, and supporting employees during challenges.

The importance of enhancing communication and fostering innovation for quality improvement is highlighted by Herzberg's motivation-hygiene theory (1959), Drucker's MBO theory (1954), and contemporary research findings. Babasoy (2025) introduced a framework that views communication as a complex phenomenon extending beyond simple word exchange. In this research project I analyzed various theoretical models to illustrate how cultural, social, psychological, and technological factors shape our interactions and support employees during challenging times, which can be crucial for their development and growth opportunities. Nogrehchi et al. (2024) noted that their findings identified critical themes and effective strategies, which were subsequently transformed into practical actions, change concepts, and plans for nursing home administrators to implement. These initiatives aim to improve both the quality of care and the overall well-being of residents by establishing practices that enhance performance, eliminate adverse conditions in nursing home environments, and expand the strategies nurse leaders can use to implement regulatory compliance, thereby increasing financial sustainability. The identified themes are consistent with the existing literature and conceptual frameworks.

Summary

I aimed to explore the effective strategies that nursing home leaders used to implement regulatory compliance practices that enhance financial sustainability. Participants included nurse home leaders in Pennsylvania who successfully implemented effective regulatory compliance strategies that increased financial sustainability. I

examined the research data to uncover emerging themes by employing Braun and Clarke's six-step thematic analysis framework. The identified themes played a crucial role in formulating effective strategies to improve regulatory compliance, minimize potential deficiencies and related penalties, and ultimately foster financial sustainability in nursing homes.

Section 3: Data and Professional Practice

Project Results

The purpose of this qualitative pragmatic inquiry was to identify and explore the effective strategies nursing home leaders used to implement regulatory compliance practices that increase financial sustainability. Thematic analysis of data collected from nine participants revealed three major themes: (a) developing knowledgeable staff, (b) enhancing communication with residents and staff, and (c) promoting innovation for continuous quality and improvement.

The overarching question was as follows: What effective strategies did nursing home leaders use to implement regulatory compliance to increase financial sustainability? Sources of data included semistructured interviews with nine participants and secondary corroborating evidence from websites available to the public and social media pages dedicated to support neurodivergent individuals. I transcribed data from interviewees using Microsoft Word and named them, according to the pseudonym I assigned to each participant. I used Microsoft Word and Microsoft Excel to conduct manual data analysis. Table 1 highlights the major themes, the number of participants who referenced each theme, and the number of references made to each theme.

Table 1*Major Themes*

Major theme	Percent of participants referenced theme	Number of references made to theme
Developing knowledgeable staff	8%	14
Enhancing communication with residents and staff	6%	14
Promoting innovation for continuous quality improvement	8%	10

The themes in Table 1 align with Drucker's (1954) MBO theory as the lens through which to view the business problem and to help me answer the research project's research implemented through a five-step process: (a) define organizational objectives, (b) translate objectives to employees, (c) monitor performance, (d) evaluate progress, and (e) reward achievement (Rajapakse, 2024). This framework applies to the research project because it enables managers and employees to work collaboratively to establish organizational goals, thereby fostering teamwork and increasing financial sustainability. This approach incorporates structured methods that encourage employee involvement in planning, aiming to enhance communication with residents and staff, promote innovation for continuous quality improvement, and develop knowledge and staff to achieve results.

Drucker's MBO theory provides a foundation for understanding the successful strategies nurse home leaders may use to elicit employee participation and promote working together to facilitate changes in nursing home procedures that improve

compliance with state and federal regulations, mitigate potential deficiencies and associated fines, and promote financial sustainability. In fact, Pradhan et al. (2025) identified intricate relationships among leadership, decision-making, and ethical behavior through a comprehensive study comprising two surveys: the Authentic Leadership Questionnaire and the Moral Potency Questionnaire. These surveys were administered to 98 retail business leaders in the southwestern United States. The research was grounded in Drucker's management theory, providing a relevant framework for analyzing how managerial actions influence ethics, leadership, and decision-making variables as captured by the survey instruments. The theoretical model developed in the study suggested that ethical behavior could be predicted based on these interrelated factors. Business ethics are defined as the guidelines or moral codes that steer organizations toward appropriate conduct (Quezada et al., 2022). These findings illustrated Drucker's assertion that effective management practices, including leadership style, decision-making processes, and adherence to ethical standards, should be prioritized within organizational strategies. Competent managers understand that employing impactful leadership techniques and setting clear objectives across all operational facets are essential for achieving sustainability (Drucker, 2001). This research is particularly relevant to my project on the effective approaches used by nurse home leaders to ensure compliance with state and federal regulations while enhancing the financial viability of the nursing homes they oversee.

Taranekar (2021) found that MBO strategies facilitated alignment with managerial expectations, enabling organizations to adapt to the challenges posed by the Affordable Care Act implementation efforts aimed at bolstering financial stability amid rising healthcare costs driven by reform measures. As an established planning tool introduced by Drucker in 1954, MBO enhanced organizations' ability to navigate obstacles effectively by setting strategic objectives, thereby improving operational processes. This inquiry aligned with my work focused on identifying the tactics nurse home leaders used to address regulatory compliance issues imposed at both federal and state levels while maintaining fiscal health.

Mbodj and Laye (2025) aimed to examine how poverty rates and effective management could mitigate the mismanagement of funds affecting the United States economy. The findings indicated that institutional improvements depend on greater adoption of ethical benchmarks, effective governance, and addressing corruption-induced barriers that hinder economic progress. A significant correlation was identified, indicating that higher poverty levels adversely affect funding integrity, leading to variations in overall efficiency across different management styles. Successful managers excel at navigating the complexities of challenges and determining optimal solutions through specific methodologies (Drucker, 1954).

Drucker's principles were instrumental in guiding the development of frameworks tailored specifically to governmental organizations, where clearly defined targets facilitate desired outcomes (Mbodj & Laye, 2025). These findings draw relevant parallels

to my examination of how MBO theory can enhance understanding of the effective strategies employed by NHAs. These strategies aim to promote behavioral shifts that improve staff adherence to regulations, mitigate potential deficiencies, safeguard against fines, and ultimately foster long-term sustainability.

Theme 1: Development of Knowledgeable Staff

The first emergent theme was the development of knowledgeable staff. The percentage responses that contributed to this theme was 32%. The successful strategy derived from this emergent theme was to develop knowledgeable staff who promote regulatory compliance. A sustainable nursing home management team is willing to learn, open to change, and provides interpersonal quality care to residents (Shindu, 2024). Table 2 depicts staffing themes expressed by nursing home leader participants.

Table 2*Staffing Themes*

Theme	<i>n</i>	%
Develop knowledgeable staff	13	32.50
Competencies and expectations	9	22.50
Hold staff accountable	4	10.00
Be a coach	2	5.00
Ensure adequate staffing	12	30.00

Note. *n* = number of frequency a strategy was stated. % = percentage of frequency a strategy was stated.

Developing knowledgeable staff supports Drucker's MBO theory by enhancing organizational performance by clarifying employee roles and ensuring their contributions align with the organization's objectives. Developing knowledgeable staff emerged as a critical factor in maintaining a skilled workforce, especially among nurse home leaders (Drucker, 2001). The scholarly literature identified various strategies for effectively retaining employees. Shiundu (2024) suggested giving nurse home leaders greater involvement in organizational decision-making to increase the value of developing knowledgeable staff. Ahmed (2025) emphasized the importance of developing knowledgeable staff by creating a positive work environment, with organizations

providing mentorship programs, employee compensation, perks, and wellness offerings. Each of the nine participants confirmed that the importance of creating a positive work environment is balancing the needs of employee morale, while offering competitive salaries is suitable for the market; developing leaders in mentorship programs to stay knowledgeable about state and regulatory compliance helps leaders grow and helps make companies increase their financial sustainability.

Nurse Home Leader 3 shared that as a leader, it is necessary to know a little about everything and then know who to contact when expertise is needed. Nurse Home Leader 3 advocated for the development of knowledgeable staff by stating,

We leverage our internal network of colleagues and their specialized expertise. It's not just about what you know; it's also about who you know. I actively seek out individuals with in-depth knowledge in specific fields, so I can consult them when necessary. You don't have to have all the answers; you just need to know where to find them.

Nurse Home Leader 5 supported this sentiment by stating,

I believe it is essential for any leader to acknowledge that complete knowledge is ultimately unattainable. The recent regulations encompass 698 pages, supplemented by an additional 80 pages focused on emergency preparedness. Navigating these extensive requirements can be daunting at any time.

Nurse Home Leader 6's statements align with developing knowledgeable staff by taking on the daunting task of introducing new regulations to management staff to promote compliance. Nurse Home Leader 6 stated,

I can't explain all the regulations to my staff. My director of nursing has better insight on how certain parts work. My clinical teams know how other parts work, and I manage those people. As long as they have an understanding of how the specific areas work, I'm okay with that.

The development of knowledgeable staff supports Drucker's MBO theory, which seeks to enhance organizational performance by clarifying employee roles and ensuring their contributions align with the organization's objectives. This methodology encompasses establishing goals, formulating action plans, tracking advancements, delivering feedback, and evaluating outcomes. By aligning individual performance with the organization's overarching aims, MBO cultivates an environment of accountability, responsibility, and dedication to shared objectives.

Shiundu (2024) observed that managers can promote sustainability by motivating employees and implementing changes, ensuring the right people receive the proper training and education to develop knowledgeable staff. Ru and Jamil (2024) found that strategies for developing knowledgeable staff include fostering a well-informed workforce. Tomas et al. (2023) found that organizations can implement a variety of strategies that focus on skill enhancement, career development, and lifelong learning. Several approaches include mentorship programs that pair less experienced employees

with seasoned professionals to provide guidance and support. These relationships can be informal yet yield valuable insights and foster a culture of knowledge sharing.

Kwon et al. (2024) further stated that regular training develops knowledgeable staff by providing sessions to ensure employees are fully equipped with the latest skills and knowledge. This can include formal training, workshops, and hands-on experiences that reinforce learning. The sessions should also include promoting a culture of continuous learning by encouraging employees to participate in ongoing development programs that enhance adaptability and skill development. These findings support the theme of developing knowledgeable staff by implementing strategies that can significantly improve an organization's employee development, which enhances overall success and competitiveness in the marketplace.

Theme 2: Enhance Communication with Residents and Staff

The second emergent theme was to enhance communication with residents and staff. The percentage responses that contributed to this theme was 37%. The successful strategy derived from this emergent theme was to enhance communication with residents and staff, thereby mitigating Department of Health (DoH) complaint surveys. Table 3 depicts communication themes expressed by nurse home leaders.

Table 3*Communication Themes*

Theme	<i>n</i>	%
Enhance communication with residents and staff	18	37.50
Solve problems	9	18.75
Ensure satisfaction	5	10.42
Staff meetings	16	33.33

Note. *n* = number of frequency a strategy was stated. % = percentage of frequency a strategy was stated.

There is an urgent need to provide exceptional, resident-centered care and customer service in nursing homes. When staff deliver high-quality, individualized care that prioritizes residents' needs, complaints tend to decrease. This reduction in complaints not only leads to fewer complaint surveys but also minimizes deficiencies and the potential for fines from the DoH. All nine nursing home leaders emphasized that maintaining open lines of communication between staff and residents is one of the most effective strategies for preventing DoH complaint inspections while simultaneously enhancing satisfaction for both employees and residents.

Nurse Home Leader 5 highlighted that fostering open dialogue can help prevent complaints by allowing residents to approach management directly with their concerns,

rather than escalating issues to state authorities. In fact, Nurse Home Leader 5 stated, “You can mitigate many issues and reduce calls to the state by resolving their problems internally.” Additionally, Nurse Home Leader 7 shared how you can mitigate complaints and said, “Creating a dialogue so they feel that they can come to you with any issues versus going to the state. Because you’ll mitigate many issues and calls to the state if you can resolve them internally.” Nurse Home Leader 9 shared strategies to mitigate deficiencies and derivative fines and stated, “Having staff and department heads who are engaged with family and resident satisfaction. Have people check on the residents daily. Often, you’ll get a lot of the complaints resolved that way, through starting a dialogue from the moment one.”

Enhancing communication with residents and staff supports Drucker’s MBO theory as it necessitates direct, honest communication between employees. It requires managers to evaluate themselves, their peers, and their subordinates to help the organization reach its objectives with residents and staff (Drucker, 1954). MBO requires managers on all levels to meet for 1 to 2 days every 6 months and openly communicate any concerns facing the company (Drucker, 2001).

Serang et al. (2024) examined whether leadership, communication, decision-making, and ethical behavior were correlated. The research project used two surveys (the Authentic Leadership Questionnaire and the Moral Potency Questionnaire) on 98 retail business leaders in the southwestern United States. The researcher chose Drucker’s theory of management as the theoretical framework because it complemented the effects

of managerial actions on ethical behavior, leadership, communication, and decision-making variables, as measured by the research project's survey tools. The model predicted that communication would increase alongside ethical behavior if leadership engagement remained constant. Business ethics are rules, codes of morality, or organizational expectations of ethical behavior that steer an organization toward doing what is right (Quezado et al, 2022)

Lapatoura (2025) findings support Drucker's theory that successful management practices (leadership, decision making, and ethical behavior) should function as principal objectives in decision making. Successful managers realize that the key to success is to use influential leadership practices and set objectives in every area of business where performance and results affect sustainability (Drucker, 2001). Lapatoura's research aligns with my project because I wanted to determine the effective strategies that nurse home leaders use to effect changes that promote compliance with state and federal regulations and enhance the financial sustainability of the nursing homes they manage.

Theme 3: Promote Innovation for Continuous Quality Improvement

The third emergent theme was promote innovation for continuous quality improvement. The percentage responses that contributed to this theme was 42%. The successful strategy derived from this emergent theme was promoting innovation for continuous quality improvement, ensuring regulatory compliance, and promoting sustainability. Table 4 depicts compliance themes expressed by nurse home leader participants:

Table 4*Innovation and Continuous Quality Improvement*

Theme	n	%
Innovative strategies	12	31.58
Quality improvement	16	42.10
Audit for compliance	4	10.53
Improve survey inspections	6	15.79

Note. *n* = number of times a strategy was stated. % = percentage of frequency a strategy was stated.

Nursing home leaders can drive innovation aimed at continuous quality improvement by implementing creative strategies to attract new clients and retain or expand their existing business. When residents of nursing homes express high satisfaction with the care and services they receive, they are likely to share these positive experiences within their communities. This favorable word of mouth serves as free advertising, enhancing client retention and attracting new clients, ultimately contributing to the sustainability of nursing homes. As the costs of nursing home care continue to rise, it becomes crucial for nursing home leaders to identify additional revenue streams to maintain income levels and profitability (Pradhan et al., 2024). Managers are encouraged to adopt innovative approaches that transform their organization's business model,

optimizing limited resources while strengthening their competitive advantage (Zhang et al., 2025).

Six out of nine nurse home leaders identified increased competition and reduced reimbursement rates as significant challenges to sustainability. They shared a variety of innovative tactics to improve service quality while generating income to enhance sustainability. Nurse Home Leader 6 highlighted the importance of creativity in promoting innovation for continuous quality improvement by stating, “We are very creative in our initiatives. We explore ways to comply with regulations while streamlining processes. Shorter lengths of stay, combined with lower reimbursement rates, necessitate closer alignment with other healthcare providers to achieve financial stability.”

One recommended approach is to form alliances with provider organizations that offer mutual benefits. The nurse home leaders provided insights into the methods they employed to build such partnerships that effectively promote sustainability. Nursing Home Leader 8 described collaboration involving post-acute care management, promoting innovation for continuous quality improvement by stating, “We function collaboratively as a unit; we engage directly with patients rather than strictly adhering to day-seven discharge protocols; and he offers extensions when appropriate to enhance continuous quality improvement for patients.”

Promoting innovation for continuous quality improvement supports Drucker’s MBO theory, which consists of systematic procedures to improve efficiency, and it elicits

employee participation in the planning process to promote motivation and commitment to achieve desired results. The MBO process involves managers and subordinates determining objectives, periodically reviewing progress toward them, evaluating end results, and allocating rewards based on progress (Drucker, 1954).

Business Contributions and Recommendations for Professional Practice

Implementing focused, evidence-informed strategies to assist nurse home leaders can greatly improve organizational financial sustainability, spur innovation, and enhance talent retention. This approach also establishes a benchmark for professional practices across the wider business sector. Research has highlighted that customized work arrangements, such as training guides, task division, and personalized checklists aligned with individual development and communication, can promote innovation for continuous quality improvement to implement regulatory compliance practices that increase financial sustainability.

Modular training initiatives within organizations play a vital role in embedding sustainability concepts into everyday operations and decision-making processes. Training enhances both technical and interpersonal skills, increasing employee adaptability and efficiency (Yertas, 2024). Tools for digital transformation, like e-learning and virtual simulations, improve the scalability and applicability of training initiatives. Furthermore, a nurturing organizational culture magnifies the effects of training, while active leadership involvement guarantees that these programs align with strategic objectives. Key components highlight a direct link between productivity gains and financial

outcomes, including cost-effectiveness, revenue growth, and operational resilience (Ashan, 2024). Key components that promote the integration of these strategies include daily activities, such as enhancing practical skills, offering scenario-based learning experiences, and facilitating peer-to-peer collaboration. By adopting these strategies, company leaders can create impactful sustainability training programs that empower employees to embrace sustainable practices, ultimately fostering a workplace that is both environmentally and socially responsible.

Equally important for the successful application of these strategies is the creation of safe, structured work environments that enable communication and foster employee flourishing. Creating a secure workplace involves more than just compliance with legal standards; it is a fundamental aspect of employee well-being and productivity (Almarashdah, 2024). A safe environment minimizes risks and potential hazards, allowing employees to focus on their tasks without fear. This sense of safety is crucial for nurturing a positive company culture and enhancing employee satisfaction. Inclusive communication practices, including clear and consistent instructions provided in multimodal formats, along with active listening, have been shown to facilitate understanding and effective task execution, thereby increasing productivity and financial sustainability (Yertas, 2024). When organizational leaders adopt these communication strategies alongside change management techniques, they not only enhance employees' sense of belonging and self-efficacy but also develop scalable models for sustainable inclusion that are applicable across sectors.

Lastly, utilizing external support systems is essential for nursing home leaders to navigate challenges effectively and promote their staff's well-being. Local organizations and hospitals serve as important community-based resources for independent nursing homes, offering necessary support and opportunities for collaboration (Zhou, 2023). Independent nursing homes often depend on state agencies for assistance, which is crucial to their compliance with state and federal regulations. State agencies are crucial for overseeing compliance with regulations and verifying that nursing homes meet quality-of-care and safety standards (Ghanouni & Raphael, 2022). This reliance on state oversight is fundamental to upholding standards and ensuring that nursing facilities operate within legal and ethical parameters. Collaborative methods complement strategies by ensuring workplace adaptations resonate with the broader support ecosystem for staff and residents, helping them flourish.

In summary, integrating personalized work structures with inclusive communication practices, while fostering external support systems, aligns with current research and can promote innovation to support continuous quality improvement and regulatory compliance, thereby increasing financial sustainability. By embedding these principles into organizational policies and everyday operations, businesses can harness the unique potential of nursing home leader talent while establishing a replicable model for inclusive innovation across industries (Braganza et al., 2022).

Implications for Social Change

The implications for positive social change from this research include identifying successful strategies to improve nursing homes' compliance with state and federal regulations to prevent or remediate deficiencies and associated fines, thereby promoting and maintaining nursing homes' financial sustainability. Nursing homes that comply with state and federal regulations provide better care for nursing home residents. Providing higher-quality care improves the quality of life for nursing home residents. Furthermore, this project provides several benefits to residents and their families, people living in communities with nursing homes, the U.S. health care industry, and leaders from organizations in other industries who could consider implementing these successful strategies. CMS's Five-Star Quality Rating System allows people to choose a nursing home based on the quality of care information available on Medicare's NHC website. Public reporting of quality-of-care information increases competition among residents, reducing private-pay costs and improving the quality of care provided. Families receive the benefit of no longer bearing the burden of providing care or worrying about nursing home care quality.

Furthermore, this research project offers multiple benefits not only for residents but also for their families, surrounding communities, and the broader U.S. healthcare system. The insights gained can lead to improved healthcare experiences for residents due to better service delivery. The CMS uses a Five-Star Quality Rating System, which allows individuals to select facilities based on publicly available information about care

quality on Medicare's Nursing Home Compare website. This transparency fosters competition among facilities vying for residents' attention, which, in turn, helps lower out-of-pocket costs while raising the standard of care. Families also benefit from reduced anxiety regarding caregiving responsibilities and concerns about the quality of service in nursing homes.

Communities experience growth in job opportunities as increased demand, driven by higher standards in nursing home operations, creates new employment prospects. Additionally, areas that host five-star-rated facilities often become more desirable places to live, attracting new residents seeking high-quality long-term care options. This research underscores recurring themes focused on practical strategies that can enhance the financial stability of U.S.-based healthcare establishments. Such insights can inspire meaningful social transformation, supporting economic sustainability across the American healthcare sector while improving overall patient outcomes.

Recommendations for Future Research Project

Future researchers should examine the significance of the star rating system for prospective consumers and their families when evaluating nursing home services. Conducting a detailed analysis of individual star ratings would help assess their impact on the quality of care provided to residents. Additionally, researchers could examine whether the 5-star rating system improves care quality and influences potential residents' decisions when selecting a facility. Theoretically, if consumers are using the 5-star rating system as intended, we would expect facilities rated 4 or 5 stars to have higher occupancy

rates than those rated 1 or 2 stars. Furthermore, future researchers should investigate any correlation between star ratings and the level of care nursing home residents receive. Poh et al. (2021) highlighted that regulations governing nursing homes aim to establish a fundamental standard of care; however, there is a notable absence of research examining the costs of enforcing these regulations. Additionally, studies investigating the relationship between increased state minimum nurse staffing ratios and their impact on care quality and financial stability are limited.

During my research, I faced several methodological limitations, including a small sample size, the use of only participants who consented to take part in nursing homes, the use of only a few data collection points, and biases, which may limit the generalizability and validity of my findings. To address these issues, future researchers should expand sample diversity across sectors, organizational sizes, and geographic locations to ensure representativeness. Incorporating both quantitative and qualitative methodologies, such as surveys, interviews, and behavioral observations, alongside a longitudinal approach, would yield richer, multidimensional insights into the experiences of nurse home leaders. Additionally, examining emerging factors such as digital transformation, remote work, and the dynamics of cross-cultural teams could reveal further mechanisms that influence inclusion and retention in contemporary workplaces.

Focusing on these areas will enable future studies to deepen our understanding of staffing, communication, and compliance strategies for nurse home leaders. Exploring the long-term impacts of staffing, communication, and compliance programs will yield

valuable insights for organizations striving to implement regulatory compliance practices that increase financial sustainability. These expanded research pathways can equip organizations with effective strategies to enhance engagement and performance among nurse home leaders while promoting compliance and financial productivity. Ultimately, these initiatives will help businesses tackle challenges within diverse organizational contexts and strengthen their commitment to social responsibility, inclusivity, and lasting success.

Conclusion

Noncompliance with state and federal regulations can significantly threaten the financial stability of nursing homes. Since nurse home leaders cannot always be present at their facilities, managers and direct care staff must receive comprehensive training on the policies and procedures that ensure regulatory compliance. The foundation of sustainability in the nursing home sector rests on staff's ability to maintain seamless operations while achieving financial success by adhering to regulatory standards.

To enhance care quality and attain financial stability, nurse home leaders must prioritize adaptation and innovation within the industry. By implementing effective strategies to improve compliance with state and federal regulations, nursing home leaders can help prevent potential deficiencies and the penalties that accompany them. Ensuring that staff adhere to these requirements not only strengthens financial sustainability but also meets the expectations of the aging baby boomer population for high-quality care. Nursing homes that successfully fulfill regulatory obligations while excelling in service

delivery are more likely to attract this demographic, thereby increasing demand for their services as a beneficial outcome for long-term financial health.

To remain financially viable, nursing home leaders need effective strategies to enhance care quality while ensuring regulatory compliance across all operational levels. Insights from surveys revealed several successful approaches: (a) cultivating a knowledgeable workforce enhances regulatory adherence, (b) improving communication between residents and staff minimizes issues during Department of Health complaint surveys; and (c) encouraging innovative practices focused on continuous improvement supports both compliance efforts and overall operational sustainability.

All team members need to collaborate effectively in delivering exceptional, resident-centered care while keeping organizational finances in focus. Staff must commit to evolving practices to better meet changing client needs and navigate the challenges of maintaining fiscal responsibility.

References

- Ahmed, S. K. (2025). Sample size for saturation in qualitative research: Debates, definitions, and strategies. *Journal of Medicine, Surgery, and Public Health*, 5, 100171. <https://doi.org/10.1016/j.glmedi.2024.100171>
- Alanazi, M. A., Shaban, M. M., Ramadan, O. M. E., Zaky, M. E., Mohammed, H. H., Amer, F. G. M., & Shaban, M. (2024). Navigating end-of-life decision-making in nursing: a systematic review of ethical challenges and palliative care practices. *BMC Nursing*, 23(1), 467. <https://doi.org/10.1186/s12912-024-02087-5>
- Almarashdah, M. (2024). The role of organizational culture on the relationship between employee training and job performance in Jordan. *Uncertain Supply Chain Management*, 12(1), 505–512. <https://doi.org/10.5267/j.uscm.2023.9.002>
- Babasoy, Y. (2025). Navigating the conceptual landscape of communication: principles and processes. *Acta Globalis Humanitatis Et Linguarum*, 2(1), 157-164. <https://doi.org/10.69760/aghel.02500119>
- Baldwin, P. (2018). CMS unveils latest payment model for nursing facilities. *The Consultant Pharmacist®*, 33(7), 404-435. <https://doi.org/10.4140/TCP.n.2018.404>
- Bhattacharyya, K. K., Peterson, L., Molinari, V., Fauth, E. B., & Andel, R. (2024). The importance of zero-deficiency complaints in nursing homes: A mere consequence or serious concern?. *Journal of Applied Gerontology*, 43(7), 945–955. <https://doi.org/10.1177/07334648231159648>

- Bilfeldt, A., & Mahler, M. (2024). Participatory action research and empowerment of nursing home residents. *Quality in Ageing and Older Adults*, 25(1), 33-43. <https://doi.org/10.1108/QAOA-08-2023-0053>.
- Braganza, M. Z., Pearson, E., Avila, C. J., Zlowe, D., Øvretveit, J., & Kilbourne, A. M. (2022). Aligning quality improvement efforts and policy goals in a national integrated health system. *Health Services Research*, 57, 9-19. <https://doi.org/10.1111/1475-6773.13944>
- Braun, R. T., Bowblis, J., Hames, C., & Williams, D. (2024). The nursing home administrator (NHA) pipeline-obstacles and opportunities. *Journal of the American Medical Directors Association*, 25(10), 105-177. <https://doi.org/10.1016/j.jamda.2024.105177>
- Braun, V., & Clarke, V. (2022). Conceptual and design thinking for thematic analysis. *Qualitative Psychology*, 9, 3–26. <https://doi.org/10.1037/qup0000196>
- Braun, V., & Clarke, V. (2023). Toward good practice in thematic analysis: Avoiding common problems and becoming a knowing researcher. *International Journal of Transgender Health*, 24(1), 1-6. <https://doi.org/10.1080/26895269.2022.2129597>
- Brent, R. J. (2021). Life expectancy in nursing homes. *Applied Economics*, 54(16), 1877–1888. <https://doi.org/10.1080/00036846.2021.1983138>
- Briggs, J. C. (2025). Nursing leadership in nursing homes: An evolutionary concept analysis. *Research in Gerontological Nursing*, 1–11. Advance online publication. <https://doi.org/10.3928/19404921-20250915-04>

- Brunt, C. S. (2023). Assessing the impact of enforcement and compliance with minimum staffing standards on the quality of care in nursing homes: Evidence from the Centers for Medicare and Medicaid Services' staff star rating downgrade policy. *Health Economics*, 32(2), 235-276. <https://doi.org/10.1002/hec.4619>
- Brunt, C. S., & Bowblis, J. R. (2023). Beyond nursing staff levels: the association of nursing home quality and the five-star quality rating system's new staffing measures. *Medical Care Research and Review*, 80(6), 631-640. <https://doi.org/10.1177/1077558723118778>
- Centers for Medicare and Medicaid Services. (2016). *CMS survey and certification group 2016/2017 nursing home action plan*. [CMS Nursing Home Action Plan 2016 2017.pdf](#)
- Chapin, R. K., & Lewis, M. (2023). *Social policy for effective practice: A strengths approach*. Routledge. <https://doi.org/10.4324/9781003273479>
- Chen, A. C., Skinner, R. J., Braun, R. T., Konetzka, R. T., Stevenson, D. G., & Grabowski, D. C. (2024). New CMS nursing home ownership data: major gaps and discrepancies: research project examines completeness of nursing home ownership data. *Health Affairs*, 43(3), 318-326. <https://doi.org/10.1377/hlthaff.2023.01110>
- Chen, C. H. C., & Taylor, M. (2016). An assessment of government regulation on adaptive capability and managerial strategy in US healthcare. *International Management Review*, 12(2), 5-19.

<http://americanscholarspress.us/journals/IMR/pdf/IMR-2-2016/IMR-v12n2art1.pdf>

Chitpin, S. (2020). Decision making, distributed leadership and the objective knowledge growth framework. *International Journal of Educational Management* 34 (2), 217–231. <https://doi.org/10.1108/IJEM-10-2018-0314>

Clark, S. (2022). Baby boomers. In *Inside Retirement Housing* (pp. 29-52). Policy Press. <https://doi.org/10.51952/9781447357636.ch003>

Cooperrider, D. L. (2021). Propelling PRME's promise: from our Peter Drucker moment to the end of climate gradualism. In *Responsible Management Education* (pp. 36-46). Routledge. DOI:[10.4324/9781003186311-7](https://doi.org/10.4324/9781003186311-7)

DeJonckheere, M., Vaughn, L. M., James, T. G., & Schondelmeyer, A. C. (2024). Qualitative thematic analysis in a mixed methods research project: Guidelines and considerations for integration. *Journal of Mixed Methods Research*, 18(3), 258-269. <https://doi.org/10.1177/15586898241257>

Dhillon, K. N. (2022). The emergence of leadership from management theory: A Review of Key Concepts. *International Journal of Humanities and Interdisciplinary Studies*, 3(2), 81-88. <https://doi-ds.org/doi/10.2022-24844627/IRJHIS2202012>

Drucker, P. F. (1954). *The practice of management*. New York, NY: Harper & Row.

Drucker, P. F. (2001). *The essential Drucker: Selections from the management works of Peter F. Drucker*. New York, NY: HarperCollins. <https://doi.org/10.1108/jd.2002.58.2.249.14>

- Duffy, J. R. (2022). *Quality caring in nursing and health systems: Implications for clinicians, educators, and leaders*. Springer Publishing Company. DOI: [10.1891/9780826136961](https://doi.org/10.1891/9780826136961)
- Dunbar, P., Keyes, L. M., & Browne, J. P. (2023). Determinants of regulatory compliance in health and social care services: A systematic review using the Consolidated Framework for Implementation Research. *PLoS One*, 18(4), e0278007. <https://doi.org/10.1371/journal.pone.0278007>
- Ellis, A., & Spiegler, R. (2024). Identifying assumptions and research dynamics. *arXiv preprint arXiv:2402.18713*. <https://doi.org/10.48550/arXiv.2402.18713>
- Fisher, A., & Castle, N. (2012). Why do nursing homes close? An analysis of newspaper articles. *Social Work in Public Health*, 27(5), 409-423. <https://doi.org/10.1080/19371910903182823>
- Gaugler, J. E. (2016). Understanding quality of care in nursing homes and other residential settings. *Journal of Applied Gerontology*, 35, 263-266. <https://doi.org/10.1177/073346481562343>
- Ghanouni, P., & Raphael, R. (2022). Transition to adulthood in individuals with ASD: What does the employment look like? *Journal of Education & Work*, 35(3), 307–325. <https://doi.org/10.1080/13639080.2022.2048253>
- Grabowski, D. C. (2022). Putting the nursing and home in nursing homes. *Innovation in Aging*, 6(4), igac029. <https://doi.org/10.1093/geroni/igac029>

- Green, D. (2025). Safeguarding and protection of vulnerable adults. *Nursing & Residential Care*, 17, 293-296. <https://doi.org/10.12968/nrec.2015.17.5.293>
- Harrington, C., Dellefield, M. E., Halifax, E., Fleming, M. L., & Bakerjian, D. (2020). Appropriate nurse staffing levels for US nursing homes. *Health services insights*, 13, 1178632920934785. <https://doi.org/10.1177/1178632920934785>
- Harrington, C., Mollot, R., Braun, R. T., & Williams, D. (2024). United States' nursing home finances: spending, profitability, and capital structure. *International Journal of Social Determinants of Health and Health Services*, 54(2), 131-142. <https://doi.org/10.1177/27551938231221509>
- Harrington, C., Stockton, J., & Hooper, S. (2021). The effects of regulation and litigation on a large for-profit nursing home chain. *Journal of Health Politics, Policy & Law*, 39, 781-809. DOI: [10.1215/03616878-2743039](https://doi.org/10.1215/03616878-2743039)
- Hendren, K., Newcomer, K., Pandey, S. K., Smith, M., & Sumner, N. (2023). How qualitative research methods can be leveraged to strengthen mixed methods research in public policy and public administration?. *Public Administration Review*, 83(3), 468-485. <https://doi.org/10.1111/puar.13528>
- Isaka, Y., & Shimada, H. (2022). Peter F. Drucker and the Philosophy of "Management". *Translational Systems Sciences*, 89-105. https://doi.org/10.1007/978-981-19-4542-7_5
- Jaworski, B., & Cheung, V. (2023). Two Sources of Wisdom for Market Shapers, Peter

Drucker and Confucianism. In *Creating the Organization of the Future* (pp. 75-100). Emerald Publishing Limited. <https://doi.org/10.1108/978-1-83753-216-220231008>

Keehan, S. P., Stone, D. A., Poisal, J. A., Cuckler, G. A., Sisko, A. M., Smith, S. D., Madison, A. J., Wolfe, C. J., & Lizonitz, J. M. (2017). National health expenditure projections, 2016-25: price increases, aging push Sector to 20 percent of economy. *Health Affairs*, 36(3), 553-563.

<https://doi.org/10.1377/hlthaff.2016.1627>

Klettner, A., Clarke, T., & Boersma, M. (2024). The governance of corporate sustainability: Empirical insights into the development, leadership and implementation of responsible business strategy. *Journal of Business Ethics*, 122, 145-165. <https://doi.org/10.1007/s10551-013-1750-y>

Konetzka, T. R., Yan, K., & Werner, R. M. (2021). Two decades of nursing home compare: what have we learned?. *Medical Care Research and Review*, 78(4), 295-310. <https://doi.org/10.1177/1077558720931652>

Kwon, K., Jeong, S., Park, J., & Yoon, S. W. (2024). Employee Development and Employee Engagement: A Review and Integrated Model. *Career Development International*, 29, 169-184.

<https://doi.org/10.1108/cdi-04-2023-0117>

Lane, S. J. (2024). Quality assurance and performance improvement. *Managing quality and safety in long-term care*.

- Lapatoura, C. (2025). The Role of Leadership in Shaping Ethical Culture and Practices of Excellence: A System Thinking Approach. [DOI: 10.5772/intechopen.115308](https://doi.org/10.5772/intechopen.115308)
- Lim, W. M. (2025). What is qualitative research? An overview and guidelines. *Australasian Marketing Journal*, 33(2), 199-229.
<https://doi.org/10.1177/14413582241264619>
- Linkletter, K., & Tabesh, P. (2025). A historical evaluation of Peter Drucker's contribution to decision-making thought. *Journal of Management History*.
<https://doi.org/10.1108/JMH-09-2024-0140>
- Linkletter, K. E. (2024). Peter Drucker: More Relevant The Ever for Today's Leaders. *Leader to Leader*, 2024(114), 7-13. <https://doi.org/10.1002/ltl.20854>
- Mannethodi, K., & Nashwan, A. J. (2025). How to assess the quality of research in nursing. *Evidence-Based Nursing*. <https://doi.org/10.1136/ebnurs-2025-104355>
- Mbodj, A., & Laye, S. (2025). Reducing poverty through financial growth: The impact of financial inclusion and development in emerging economies. *Journal of Business and Economic Options*, 8(1), 61-76. <https://doi.org/10.5281/zenodo.17371439>
- McGarry, B. E., & Grabowski, D. C. (2021). Nursing homes and COVID-19: a crisis on top of a crisis. *The Annals of the American Academy of Political and Social Science*, 698(1), 137–162. <https://doi.org/10.1177/00027162211061509>
- Miller, K. E., Chatterjee, P., & Werner, R. M. (2023). Trends in supply of nursing home beds, 2011-2019. *JAMA Network Open*, 6(3), e230640-e230640.
[doi:10.1001/jamanetworkopen.2023.0640](https://doi.org/10.1001/jamanetworkopen.2023.0640)

- Miyawaki, C. E., Bouldin, E. D., Taylor, C. A., & McGuire, L. C. (2020). Baby boomers as caregivers: results from the Behavioral Risk Factor Surveillance System in 44 states, the District of Columbia, and Puerto Rico, 2015–2017. *Preventing Chronic Disease*, 17, E80. doi: [10.5888/pcd17.200010](https://doi.org/10.5888/pcd17.200010)
- Morel, A. E., Powers, M., Keahey, K., Murry, Z., Sitzmann, T. J., Zhou, J., & Calyam, P. (2024). IBIS—An Infrastructure Management Framework for Adaptable, Multi-Sensor Data Collection in Scientific Research. In *WOCC'24-Second Workshop on Converged Computing on Edge, Cloud, and HPC*. https://nimbusproject.org/wp-content/uploads/sites/116/2024/09/WOCC_24_IBIS_An_Infrastructure_Management.pdf
- Murad, K., Goff, D. C., Morgan, T. M., Burke, G. L., Bartz, T. M., Kizer, J. R., Sarwat, C. I., Gottdiener, J. S., & Kitzman, D. W. (2022). Burden of comorbidities and functional and cognitive impairments in elderly patients at the initial diagnosis of heart failure and their impact on total mortality. The cardiovascular health research project. *JACC. Heart Failure*, 3, 542–550. <https://doi.org/10.1016/j.jchf.2015.03.004>
- Myers, M., Rodriguez, B., Eccles, J., Blackwell, K., Ludwig, L., & Aeilts, M. (2025). 1103 Utilizing Quality Improvement Organization Outreach and Community Pharmacies to Improve Nursing Home Vaccination Rates. *Journal of the American Pharmacists Association*, 65(5). <https://doi.org/10.1016/j.japh.2025.102590>

- Naeem, M., Ozuem, W., Howell, K., & Ranfagni, S. (2023). A step-by-step process of thematic analysis to develop a conceptual model in qualitative research. *International journal of qualitative methods*, 22, 16094069231205789. <https://doi.org/10.1177/16094069231205789>
- Noghrehchi, P., Hefner, J. L., & Walker, D. M. (2024). The relationship between hospital patient safety culture and performance on Centers for Medicare & Medicaid Services value-based purchasing metrics. *Health care management review*, 49(4), 281-290. DOI: [10.1097/HMR.0000000000000414](https://doi.org/10.1097/HMR.0000000000000414)
- Nyimbili, F., & Nyimbili, L. (2024). Types of purposive sampling techniques with their examples and application in qualitative research studies. <https://doi.org/10.37745/bjmas.2022.0419>
- Ogunbayo, R. (2025). Peter Drucker's Management Theory- Principles That Still Matter Today. <https://entrepreneurs.ng/peter-druckers-management-theory/>.
- Poh, L., Tan, S. Y., & Lim, J. (2021). Governance of assisted living in long-term care: a systematic literature review. *International journal of environmental research and public health*, 18(21), 11352. <https://doi.org/10.3390/ijerph182111352>
- Pradhan, R., Ghiasi, A., Davlyatov, G., Orewa, G. N., & Weech-Maldonado, R. (2024). Beyond the balance sheet: Investigating the association between NHA turnover and nursing home financial performance. *Risk Management and Healthcare Policy*, 249-260. <https://doi.org/10.2147/RMHP.S421889>

- Pradhan, R., Ghiasi, A., & Weech-Maldonado, R. (2024). Leadership matters: Investigating the association between nursing home administrator turnover and quality. *The Gerontologist*, 64(9), gnae066.
<https://doi.org/10.1093/geront/gnae066>
- Pradhan, R. K., Jandu, K., Boinapalli, H., Panda, M., & Mishra, S. (2025). How do the authentic leaders make ethical decisions? Examining the mediating role of empathy. *International Journal of Ethics and Systems*.
<https://doi.org/10.1108/IJOES-02-2025-0072>
- Quezado, T. C. C., Fortes, N., & Cavalcante, W. Q. F. (2022). The influence of corporate social responsibility and business ethics on brand fidelity: The importance of brand love and brand attitude. *Sustainability*, 14(5), 2962.
<https://doi.org/10.3390/su14052962>
- Rackwitz, R. (2023). Reliability analysis—a review and some perspectives. *Structural safety*, 23(4), 365-395. [https://doi.org/10.1016/S0167-4730\(02\)00009-7](https://doi.org/10.1016/S0167-4730(02)00009-7)
- Rajapakse, V. (2024). Performance Management Process: Performance Reviewing. In *Employee Performance Management for Improved Workplace Motivation* (pp. 57-90). <https://doi.org/10.4018/979-8-3693-4387-6.ch003>
- Rao, M. S. (2021). "Peter Drucker's Principles, Philosophies, and Practices," *The Journal of Values-Based Leadership*: Vol. 14 : Iss. 2 , Article 16.
DOI: <https://doi.org/10.22543/0733.142.1375>

- Ru, O. S., & Jamil, R. (2024). Conceptual framework of inclusive human resource management to support neurodiversity employment. *International Journal of Academic Research in Business and Social Sciences*, 14(2).
<http://dx.doi.org/10.6007/IJARBSS/v14-i2/20922>
- Saunders, B., Sim, J., Kingstone, T., Baker, S., Waterfield, J., Bartlam, B., Burroughs, H., & Jinks, C. (2018). Saturation in qualitative research: exploring its conceptualization and operationalization. *Quality & quantity*, 52(4), 1893–1907. DOI: [10.1007/s11135-017-0574-8](https://doi.org/10.1007/s11135-017-0574-8)
- Serang, S., Ramlawati, R., Suriyanti, S., Junaidi, J., & Nurimansjah, R. A. (2024). The role of ethical leadership on employees' behaviours and commitment to the organisation. *SA Journal of Human Resource Management*, 22, 2373.
https://hdl.handle.net/10520/ejc-sajhrm_v22_n1_a2373
- Shield, R. R., Looze, J., Tyler, D., Lepore, M., & Miller, S. C. (2014). Why and how do nursing homes implement culture change practices? Insights from qualitative interviews in a mixed methods research project. *Journal of Applied Gerontology*, 33, 737- 763. doi: [10.1177/0733464813491141](https://doi.org/10.1177/0733464813491141)
- Shiundu, T. W. (2024). Ethical leadership and its implication on decision-making in organizations: a literature review. *Journal of Human Resource & Leadership*, 8(1), 59-67. <https://doi.org/10.53819/81018102t301>
- Singh, P. K., Singh, S., Kumari, V., & Tiwari, M. (2024). Navigating healthcare leadership: Theories, challenges, and practical insights for the future. *Journal of*

postgraduate medicine, 70(4), 232–241.

https://doi.org/10.4103/jpgm.jpgm_533_24

Staller, K. M. (2021). Big enough? Sampling in qualitative inquiry. *Qualitative social work*, 20(4), 897-904. <https://doi.org/10.1177/14733250211024516>

Stokes, P. (2025). The Purpose and Importance of Literature Reviews [How-to Guide]. Sage Research Methods: Data and Research Literacy.

<https://doi.org/10.4135/9781036217464>

Sturmberg, J. P., Gainsford, L., Goodwin, N., & Pond, D. (2024). Systemic failures in nursing home care—A scoping research project. *Journal of Evaluation in Clinical Practice*, 30(3), 484-496. <https://doi.org/10.1111/jep.13961>

Swinehart, A. (2019). The CMS 2016 final rule: more of the same for skilled nursing facilities. *Journal of Health Care Finance*. [The CMS 2016 Final Rule: More of the Same for Skilled Nursing Facilities | Journal of Healthcare Finance](#)

Taranekar, P. (2021). Impact of strategic communications on implementing affordable care act for organizations. *IJLRP-International Journal of Leading Research Publication*, 2(6). <https://doi.org/10.5281/zenodo.14913186>

Tavo, K., & Rasmus, R. (2024). The role of planning in management: Strategies to achieve organizational success. *Sharia Oikonomia Law Journal*, 2(2), 106-115. <https://doi.org/10.55849/solj.v2i2.1148>

Tomas, V., Kingsnorth, S., Kirsh, B., Anagnostou, E., & Lindsay, S. (2023). Using the COM-B model and theoretical domains framework to understand

- workplace disclosure experiences, influencers, and needs among autistic young adults. *Journal of Autism and Developmental Disorders*, 53(12), 4772–4786. <https://doi.org/10.1007/s10803-022-05766-x>
- Ünlü, Z., & Qureshi, H. (2023). Theoretical saturation in grounded theory studies: an evaluative tool. *Anadolu Üniversitesi Sosyal Bilimler Dergisi*, 23(1), 139-162. <https://doi.org/10.18037/ausbd.1272631>
- Waite, A. M. (2024). Leadership's influence on innovation and sustainability: A review of the literature and implications for HRD. *European Journal of Training and Development*, 38, 15–39. <https://doi.org/10.1108/EJTD-09-2013-0094>
- Wang, J., Qin, Z., Hsu, J., & Zhou, B. (2024). A fusion of machine learning algorithms and traditional statistical forecasting models for analyzing American healthcare expenditure. *Healthcare Analytics*, 5, 100312. <https://doi.org/10.1016/j.health.2024.100312>
- Weech-Maldonado, R., Pradhan, R., Dayama, N., Lord, J., & Gupta, S. (2019). Nursing home quality and financial performance: is there a business case for quality?. *Inquiry: The Journal of Health Care Organization, Provision, and Financing*, 56, 0046958018825191. <https://doi.org/10.1177/0046958018825191>
- Werner, R. M., Konetzka, T. R., & Polsky, D. (2023). The effect of pay-for-performance in nursing homes: Evidence from state Medicaid programs. *Health Services Research*, 48, 1393-1414. <https://doi.org/10.1111/1475-6773.12035>

Williams, B. (2024). Never Enough: The Piling on Of Nursing Home Regulations.

<https://dx.doi.org/10.2139/ssrn.4973253>

Yertas, M. (2024). The rrole of training and continuous development in improving employee productivity and its impact on company financial performance.

Atestasi: Jurnal Ilmiah Akuntansi, 7(2), 1362-1379.

<https://doi.org/10.57178/atestasi.v7i2.1047>

Zairul, M. (2025). Mastering thematic analysis: A step-by-step guide for beginners with tips for systematic analysis using ATLAS.ti 25. *International Journal of Qualitative Methods*, 24, 16094069251384401.

<https://doi.org/10.1177/160940692513844>

Zhang, J., Jehangir, F. N., Yang, L., Tahir, M. A., & Tabasum, S. (2025). Competitive advantage and firm performance: The role of organizational culture, organizational innovation, and knowledge sharing. *Journal of the Knowledge Economy*, 16(1), 3081–3107.

<https://doi.org/10.1007/s13132-024-01910-3>

Appendix: Interview Protocol for Qualitative Pragmatic Inquiry Research Project

Interview Protocol	
Thank you for agreeing to take part in my research project. Although I will not video record the interview, and our cameras will be turned off the duration of the interview, I would like to audio record this interview. Will you give your consent to be interviewed, please? Thank you.	
Introduce the interview and set the stage. Introduce myself and the purpose of the interview thereby setting the stage.	Hello, my name is Jennifer Garrison. I am a Doctoral Candidate with Walden University. The purpose of this interview is to identify and explore the effective strategies nursing home leaders used to implement regulatory compliance practices that increase financial sustainability. I am going to ask you six questions to which I would like your response. Then, I will conclude the interview. Do you have any questions?
Listen for verbal cues. Paraphrase the participant response. Ask follow-up probing questions to get more in depth	<p>Interview Questions:</p> <ol style="list-style-type: none"> 1. How would you describe your role in implementing regulatory compliance practices that increase financial sustainability? 2. What effective strategies have you used to implement regulatory compliance practices that increase financial sustainability? 3. What challenges did you face in implementing the strategies? 4. What did you do to mitigate the impact of the challenges? 5. How did you measure the effectiveness of the strategies you implemented? 6. What additional information regarding strategies you used to implement regulatory compliance practices that increase financial

	sustainability that we have not already discussed that you would like to share?
Wrap up the interview thanking participant.	Thank you for participating in the interview, an integral part of my research project.
Schedule a follow-up email to perform member checking with the participant.	I will email you in a week to review the accuracy of my interpretations of your interview responses.
<p>To achieve member checking to determine the accuracy of my interpretations of your responses, I will email you a copy of the succinct synthesis for each individual interview question and your response to probing questions.</p> <p>I will identify each question and my interpretation to your response. I will then ask you to respond to the following questions: 1) Is my interpretation correct? 2) Did I miss anything? Or 3) Would you like to add anything? Please email your responses to the above questions back to me within 3 calendar days.</p>	I will write the questions one at a time and my interpretations of your responses to them and ask you if my interpretation is correct.
	1. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed
	2. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed
	3. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed
	4. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed