

IMPROVING STRATEGIC MANAGEMENT PLANNING IN NON-PROFIT
ORGANIZATIONS: FEDERALLY QUALIFIED HEALTH CENTERS

by

Esther Taylor

Dissertation

Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Liberty University, School of Business

December 2023

Abstract

This qualitative multiple case study included the challenges non-profits, specifically Federally Qualified Health Centers (FQHC) leaders face when utilizing ineffective methods for strategic planning and management. The researcher conducted 21 semistructured interviews with critical decision makers involving executive, senior, and middle managers at three health centers in Texas to obtain a better understanding of their perspective on strategic planning and management. The results of the findings revealed that FQHC leaders face many barriers that limit their success or expansion of the mission, organizational growth, financial stability, and strategic alliances. However, the results demonstrated that leaders from non-profits, particularly FQHCs can create and produce sustainable and practical business applications when leveraging dynamic capabilities, systems thinking, and effective human asset management concepts. Additionally, the results showed that improving organizational culture, leadership competencies, and strategic alliances impact strategic management processes and practices. Furthermore, the results of the study proposed practical strategies to assist leaders in the management of planning, development, and implementation of strategic initiatives, leading to increased profitability, productivity, and financial sustainability. This research could fill a potential gap in identifying the need for effective strategic management processes for FQHCs.

Keywords: strategy, strategic planning, management, FQHCs, non-profits, barriers, culture, capabilities, alliances, sustainability

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Approvals

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Esther Taylor, Doctoral Candidate	Date
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Lorna DeShay, Dissertation Chair	Date
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Brett Miller, Committee Member	Date
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Alexander Averin, PhD, MBA Chair, Doctoral Programs	Date

Dedication

I dedicate this dissertation to God, my husband, children, mom, and siblings. First, to God who sustains me and provides the passion and desires of lifelong learning. Secondly, to my husband and best friend, Thomas, for his support throughout my journey and for taking on additional duties at home so I could concentrate on my studies. I could not accomplish the journey without his unwavering love and support. Thirdly, my children, Thomas, Jr. and Timothy, who are my biggest fans. My children inspire me to improve myself daily. Lastly, my mom and siblings for their love and support. Thank you and I love you all.

Acknowledgments

I would like to acknowledge my dissertation chair, Dr. Lorna DeShay, for her support throughout this long journey. Dr. DeShay was instrumental in helping me improve academically throughout the research process. Thank you for your reassurance, assistance, and most importantly, your prayers in helping me reach my life-long dream and goal. Dr. DeShay, thank you for always teaching me something and raising the bar on how to write scholarly.

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Section 1: Foundation of the Study

Non-profits leaders receive pressure to enhance capacity for improved organizational efficiency and effectiveness. Fyall (2016) discussed that leaders from non-profits may lack fiscal and organizational capacity to ensure quality service, creating barriers to sustainability and implementation of their strategic plans. According to Faulk and Stewart (2017), capacity development is necessary for reaching an organization's mission through its leadership, strategic planning, and organizational structure. Cândido and Santos (2019) affirmed that corporate culture affects strategy implementation. Although obstacles exist in every company and industry, the failure of strategic planning implementation persists in many organizations. Aside from corporate culture, other common internal obstacles include leadership, communication, change reluctance, time, staff engagement, resources, and performance management. Therefore, internal, and external barriers are a vital role in the failure of strategic implementation (Cândido & Santos, 2019).

The growth and development of organizations begins with strategic planning, implementation, and management. Abdel-Basset et al. (2018) noted that achieving organizational goals includes consideration of internal and external factors identifying the company's strengths, weaknesses, opportunities, and threats (SWOT). However, Wright (2020) argued that a strength, weakness, opportunity, and threats (SWOT) analysis hinders creativity, leading to groupthink. Wright preferred an alternative assessment, such as the future oriented model that includes strengths, opportunities, aspirations, and results (SOAR), as appropriate. The SOAR model's foundation of appreciative inquiry (AI) involves team participation and engagement, which generates more significant innovation. Zarestky and Cole (2017) introduced SOAR framework as a substitute to the SWOT model for identifying how a company's strengths and opportunities

align with its aspirations and results (Stavros, 2017). According to Wright (2020) effective strategic planning involves multiple stakeholders within the organization, ensuring teamwork, buy-in, implementation, and ongoing assessment of their strategy. Wright claimed that organizational culture results in growth when interdisciplinary teams are in the company's future, explicitly in the healthcare industry.

Interdisciplinary teams are vital in healthcare, improving patient care and best practice, specifically in Federally Qualified Health Centers (FQHCs). Non-profits, notably FQHCs include a significant population. These organizational leaders must operate in efficient ways for greater effectiveness in meeting the needs of their communities. According to the Rural Health Information Hub (2021), sustainability strategies, including partnerships, capacity building, revenue diversification, organizational changes, and communication, are essential for the successful strategic management of on-going operations in critical healthcare services.

Section 1 includes an overview of the background to the problem, the specific problem statement, and purpose of the study. Additionally, six research questions aligned with the problem that helped address the problem statement. The nature of the study, conceptual framework, definition of terms, assumptions, limitations, and delimitations received review, followed by the significance of the study and review of the professional and academic literature. The literature review comprised academic journals, reports, texts, and a gap within the FQHCs that may not fully implement effective strategic plans, affecting profitability, productivity, and long-term success.

Section 2 of the study includes the approach and methods used in the researcher's role. In addition, the study includes the participant sampling and population, data collection and organization, data analysis, and the reliability and validity of a qualitative multi-case study. The

case study design incorporated a pragmatic approach of the lived experiences of 21 participants within three rural FQHCs in Texas. This study includes the company's processes and sustainability issues within strategic planning and management.

Section 3 includes approval from the Institutional Review Board (IRB) to conduct the research, discovered themes, interpretation, visualization and representation of the data, and relationships to the findings and research questions. Additionally, section 3 included an overview of improving general business practice, recommendations for further study, and reflections on conducting the research. Improving general business practice show how the six discovered themes (lack of staff and qualified leadership, involving key stakeholders, improving organizational culture, staff training and development, promoting agility, and developing strategic relationships) FQHC leaders can use to create a dynamic and resilient culture. Recommendations for further study includes details on potential strategies that FQHC leaders can use to develop sustainable and productive organizational and economic cultures by applying dynamic management capabilities, systems thinking, and human asset management strategies. The reflections section outlines the researcher's personal and professional growth expansion and an examination on biblical perspective. The study's concepts integrate and relate to a Christian worldview, as each believer must continuously refine and develop their biblical competencies, engaging in active prayer and bible study, resting on a solid biblical foundation for leading a successful Christian life.

Background of the Problem

The focus of the study highlighted the necessity of effective strategic management planning in non-profits, specifically federally qualified health centers (FQHCs). According to Lacerda et al. (2016), medical non-profit entities commonly lack robust strategic planning

processes for successful, sustainable, and practical implementation. Williams and Holmes (2018) stated that rural healthcare leaders may struggle to succeed because of federal policy and social determinants. The demands to increase efficiency and effectiveness may burden non-profits leaders. Therefore, their strategic management operations and performance will become more beneficial when their overall mission fully aligns, compared to for-profit corporations (Faulk & Stewart, 2017). The search for best practices in FQHCs must continue, ensuring long-term sustainability in a much-needed industry. This research included identifying a gap within the existing literature by exploring how non-profit organization leaders may fail to establish and fully implement an effective strategic plan through an introspective look into their mission and culture. Mintzberg's (1977) included a strategic insight into managerial theory that provides indispensable perception and perspective on organizational and strategic management structure. Lewin's (1951) created a change model of unfreezing, changing, and refreezing that transforms how organizations can cope with internal and external changes, mainly when approached with Kübler-Ross's (1973) five stages of grief model. Senge's (1997) concept of field theory addressed the structural and cultural issues that organizations must manage to develop the flexibility and necessary responsiveness to learning. Greenleaf's (1977) theory on servant leadership ensured positive growth and contribution to followers, creating value for society. The additional review of literature helped create a holistic understanding of the challenges of strategic management.

FQHC leaders can leverage organizational culture, capabilities, and change management strategy to better serve, sustain, and promote quality health care. Effective strategic management can potentially improve the health center's leaders' ability to treat and serve a greater portion of the underserved and uninsured patient population, providing greater access to care. These

concepts emphasized the importance of strategic planning and implementation in FQHC companies, specifically in rural settings. According to the Health Resources & Services Administration (HRSA, 2020), FQHCs include a quality and affordable healthcare to approximately 30 million patients despite the patient's ability to pay. FQHC leaders offer medical, dental, and behavioral health programs, providing a safety net to the uninsured and underinsured patient population.

Historical Context

FQHCs receive federal grant funds from HRSA, under section 330 of the Public Health Service Act, to provide greater access to care to those hard-to-reach populations. However, these federal dollars are not enough to fully sustain the organization. Health centers must define their strategy to manage successfully, plan, and implement their mission better to serve their patients (HRSA, 2020). FQHCs managers can effectively manage when leveraging their human assets, organizational capabilities, and external relationships to succeed in their operational and fiscal management of the organization. The research included how effective organizational culture can increase productivity and financial profitability. In addition, the research included how long-term organizational success is a byproduct of strategic change management, and how resilient organizational development results from a dynamic capabilities framework.

The multiple case study utilized three rural FQHCs located in Texas. As of 2019, 72 federally qualified health centers existed in Texas, with 43% located in rural areas (National Association of Community Health Centers, 2021). Successful implementation of FQHC leaders' strategic plans requires the complexities of FQHCs, and an understanding of organizational structure within the healthcare system. Effective strategic management within the non-profit healthcare industry, mainly FQHCs, demonstrated through a biblical perspective, adding a

holistic dimension to the research, not according to the world's view but according to God's view. Developing a deeper understanding of strategic planning and management will help healthcare leaders towards critical improvements that can lead to greater success.

Problem Statement

The general problem addressed was the lack of strategic management planning in non-profit organizations creating ineffective strategic objectives resulting in the loss of profitability, productivity, and long-term success. Ineffective strategies can leave the company vulnerable to economic and external environmental crises. According to Gratton (2018), non-profit organizational managers lack or underutilize their strategic planning tools, as they may overemphasize the development of a written plan rather than implementing organizational change, which is vital when encountering external and financial pressure. Miller (2018) added that strategic management and planning deficiency may leave non-profits vulnerable to their external environment, exposing the organization to additional operational and organizational challenges. Hu and Kapucu (2017) stressed that without any strategic planning in place, non-profit organizational managers may experience financial vulnerability.

The specific problem addressed was the potential lack of strategic management planning in non-profit organizations within the federally qualified health center (FQHC) industry in Texas. This lack of strategic planning creates ineffective strategic objectives, resulting in the potential loss of profitability, productivity, and long-term success, leaving the FQHC vulnerable to economic and external environmental crises.

Purpose Statement

The purpose of this flexible design multiple case study was to explore the challenges FQHC leaders face when utilizing ineffective methods for strategic management and planning.

Ineffective methods can lead to ineffective strategies that may keep the company from fully succeeding or expanding its mission, organizational growth, financial stability, and strategic alliances. The study included strategies that may help FQHC leaders improve their operations for success. This research filled a potential gap in identifying the need for effective strategic management processes for FQHCs. The positive implications include the potential for increased profitability, productivity, sustainability, and greater access to care. The improved services and business opportunities in rural health centers make this study appropriate and relevant. Within the last decade, various health crises have adversely impacted rural health centers, resulting in the closure of 100 rural hospitals, with several more at risk across the United States. Rural hospitals are vital to the transitional care of health center patients. Rural hospitals provide critical access care to most rural patients in hard-to-reach areas (Cullen, 2019).

Research Questions

The research questions mentioned in this study addressed the magnitude and consequences of not establishing and implementing a sound strategic plan in the non-profit FQHC sector. The questions elaborated on the potential causes of failure of strategic plans, including ways to mitigate failure in the introduction and implementation of said plans. The research questions addressed the urgency and timeliness in responsiveness to the company's economic environment, the development of effective strategic planning processes, leveraging organizational development to generate. In addition, the research questions included addressing contributions to stronger alliances, overall employee satisfaction, and financial success, thereby creating a competitive advantage.

RQ1: What are the causes of failure in non-profit organizations developing viable strategic management plans?

The first research question 1 relates to the problem statement because of an emphasis on specific reasons and challenges non-profits experience in their inability to develop viable strategic plans. Ineffective planning may not include input from key stakeholders, collaboration, communication between departments, or external partnerships (Hu & Kapucu, 2017). Central to the underlying issue, ineffective planning may include the non-profit's culture or the lack of appropriate strategic implementation methodology (Gratton, 2018). The failure of a viable strategic plan renders the inability of non-profit leaders to compete and maintain adequate internal and external support to potentially carry out their mission. Miller (2018) stated that a lack of human capital, time, and additional resources may also contribute to the failure of non-profit leaders retaining a strategic plan. According to Nakamura et al. (2019), FQHCs face additional challenges because of mandatory reporting requirements by the Health Resources & Services Administration. Regardless, adequate strategic planning may also benefit these types of non-profits.

RQ1a: How can non-profit organizations develop effective strategic planning processes?

Research question 1a properly identified effective strategies for sustainable planning at non-profit organizations. The researcher demonstrated the most appropriate methods that non-profits may mitigate ineffective planning by developing sound strategic planning. Zhao et al. (2017) discussed the necessity of strategic planning to achieve optimal achievement. Non-profit leaders should create a distinctive position that maximizes their overall mission.

RQ2: How can strategic planning promote efficient responsiveness of non-profits' economic environment?

Strategic management planning contributes to systematic processes that aid in higher productivity, organizational performance, and improved adaptation to internal and external

environments (J. Gamble et al., 2019). Establishing a sound strategic plan that includes various stakeholders will allow for greater awareness and adaptability in an organization's internal and external environment. The understanding of sound strategic planning and management can influence non-profit leaders in the efficient responsiveness required for successful organizations. Mitchell (2017) explained that non-profit leaders may seek to grow during economic contraction and slow down during times of economic expansion to take advantage of cost-effectiveness. However, this methodology can only succeed with appropriate strategic planning and fiscal responsibility.

RQ2a: How can organization development (OD) contribute to the financial success of non-profits?

Organizational development influences processes organizational leaders use that are relevant to strategic management competencies. According to Gratton (2018), OD encompasses the ability of a leader to generate planned and transformational changes to any organization, notwithstanding non-profits. Effective change management is instrumental during turbulent times, becoming a competitive advantage when appropriately governed. The effectiveness of OD is also incumbent upon an organization's culture, mission, vision, expectations, values, and beliefs (Mohammadi, 2020). The involvement of the human resource department is vital in developing training programs for staff, thereby increasing an organization's human capabilities. Organizational development can also influence the increase of productivity and profitability, to include capturing greater market opportunities that may otherwise remain untouched. Therefore, improved organizational and human capabilities may impact the effectiveness and timely responsiveness of financial opportunities that leaders otherwise overlook.

RQ3: How does the external environment affect strategic management planning in non-profit organizations?

Sound strategic planning ensures fluid and dynamic organizations that can withstand internal and external pressures (Nakamura et al., 2019). The non-profit organization must include strategic initiatives that will serve as the company's bedrock for sustainability. The external environment can deeply affect non-profits because of reduced funding and or contributions for the company. Kellner et al. (2017) stated that non-profit leaders must find a balance between their mission and financial margin because of external pressures. Kellner et al. introduced a high-performance work system (HPWS) to promote and improve strategic results.

Non-profit leaders must maintain a constant awareness of their external environment and establish strategic plans to mitigate funding declines. Being in a constant state of readiness may also help non-profits remain financially stable. Leaders must maintain a constant awareness to their external environment because FQHCs are dependent on federal grant funding, establishing strategic measures to balance funding disparities becomes vital for the organization's stability (Nakamura et al., 2019).

RQ3a: How can alliances within the external environment help create a competitive advantage for non-profits?

Strategic planning must include strategic alliances (C. Chang et al., 2016). Cross-sector collaboration among different industries is instrumental to the success of non-profit strategic planning, particularly as many non-profits rely on donations from external alliances and as companies share similar missions, vision, and alliances (Intindola et al., 2016). Support from alliances is essential in strategic planning when they include a determination of strengthening relationships for building stronger communities. Likewise, solid relationships with relevant and

strategic alliances can help create a competitive advantage that non-profits should exploit and leverage. These alliances can help capture additional support to further the company's mission. Some internal alliances can also help transform the company by being a mere champion of a particular cause. External alliances can also help by being a funding or advertising resource, which could further the organization's mission.

The research questions are relevant to the specific problem statement because they included addressing the significant impact that sound strategic planning can have on non-profit organizations. Furthermore, the research question included exploring the possible consequences of companies,' such as FQHC leaders' lack of sound strategic planning that may cause failed implementation of goals, followed by a discussion on effective strategic planning that often produces success.

Effective strategic planning contributes to increased awareness and responsiveness of an organization's internal and external environment, contributing to seized opportunities (J. Chang et al., 2016; Intindola et al., 2016). Additionally, some of those opportunities lead to strategic alliances that may further contribute financially in some cases. Organizational development was a positive impact to strategic management success. Organizational development aids in building greater organizational capabilities, potentially increasing financial profitability and performance productivity.

Nature of the Study

The need to study strategic planning effectiveness and sustainability in non-profit organizations, specifically federally qualified health centers (FQHCs), is imperative. Effective strategic planning and management can increase the potential discovery of tools, techniques, processes, and programs that can assist FQHC leaders in improving their fiscal and operational

management. Federally qualified health centers are community centers offering integrated and affordable healthcare, primarily medical, dental, and behavioral health, to the nation's most vulnerable populations. FQHCs can include reaching patient populations, including those in rural areas, through their much-needed services. Moreover, FQHCs receive federal grant funding to assist in treating and serving their vulnerable populations, although they must follow stringent guidelines and provide rigorous data (HRSA, 2018).

This research included a flexible qualitative multi-case study design to investigate the potential lack of strategic management planning and its effect on FQHCs. Ineffective strategic planning may result in the loss of profitability, productivity, and long-term success. The qualitative multi-case study focused on three FQHCs in rural Texas utilizing a pragmatic worldview, identifying real-life issues, and providing an in-depth look at how these health centers conceived and implemented their strategic plan. The research included rigorous methods of extensive data from concepts, interviews, observations, and company archived reports. Triangulation of the comprised data revealed a common theme, generating possible and practical solutions.

Discussion of Research Paradigms

A paradigm is a philosophical worldview, based upon practices, assumptions, and values in viewing reality complemented with a related methodology (McGregor & Murnane, 2010). Positivism is a single reality perspective that assumes a scientific, empirical, logical, and deductive interpretation of events, emphasizing objective measurement and the truth is absolute (Kelly et al., 2018). This worldview aligns better with quantitative and experimental research and was not appropriate for this qualitative multi-case study because pragmatic researchers can take on a pluralistic view with flexible investigative techniques (Kelly & Cordeiro, 2020). Post-

positivism reflects a probabilistic single reality view where the truth may be based on conjecture instead of the absolute truth. Post-positivism is ideal in quantitative or qualitative scientific research (Creswell & Poth, 2018; Kelly et al., 2018). However, this view was not the most appropriate for this qualitative multi-case study that constituted a multi-reality view.

Constructivism is a multiple view perspective based upon subjectivity and inductive research. Reality bases upon relativism of the subjects and data gathered and where the researcher's values are clearly expressed (Creswell & Poth, 2018; Kelly et al., 2018). Although constructivism is found in many qualitative studies, this researcher chose not to use this paradigm because this study focused on a real-life problem. Pragmatism focuses more on the consequences and results of the research, utilizing a pluralistic view when resolving the real-life problem or studied problems. Pragmatist researchers employ various techniques, methods, and processes without subjecting to any reality or philosophy. In addition, truth in pragmatism is independent of dualistic reasoning (Creswell & Poth, 2018).

This researcher chose pragmatism as the research paradigm because it most closely aligned with the underlying research questions in identifying the real-life issues and challenges of FQHC organization's lack of strategic planning and methods of successful implementation. The ability to solve real-world problems instead of the perception of the problem, utilizing any means available to comprehend the issue (Kaushik & Walsh, 2019) drives this methodology. The study predicated on the actual outcome of the research and research questions, instead of the actual methods. Schoonenboom (2019) indicated that pragmatic research proposes the use of whichever method or methods work best. Additionally, the identification of real-life problems influenced the study as it was central to discovering practical solutions with better consequences.

Discussion of Design

Research methods include quantitative, qualitative, and mixed methods. The chosen method was central to the research and has been described as the blueprint guiding the research process (Abutabenjeh & Jaradat, 2018). Quantitative studies may include fixed designs because of the structured nature of the research experiments. The objective of quantitative studies includes the researcher's unbiased voice, as the researcher presents the findings of the controlled study. The features of a fixed design remain unchanged throughout a set environment to experiment, as the hypotheses, deductive data analysis, and closed-end research questions are prepared in advanced, unlike a flexible design (Creswell, 2016). Qualitative researchers use a flexible design structure, allowing for open-ended research questions, inductive analysis, and the views of the participants and researchers' voices. Additionally, flexible design research is emerging because of changes throughout the project with new relevant information that may help provide a better understanding of the problem or issue. Therefore, the participant's perspective is most important in qualitative studies (Creswell, 2016). The mixed methods design is a combination of quantitative and qualitative research approaches. A mixed method is rigorous and can provide greater scope and complexity of the research subject, methods, participants, viewpoints, and analysis. Quantitative and qualitative data must align to produce consistency within the samplings. Additionally, because of extensive and complementary data collection, mixed methods can strengthen the research conclusions and contribution to the chosen field of study (Schoonenboom & Johnson, 2017).

Quantitative research designs include fixed design methods such as experimental, nonexperimental, and quasi-experimental. Qualitative research includes flexible designs, involving case studies, grounded theory, narrative, phenomenological, and ethnographical

approaches. Mixed methods typically include design methods such as convergent parallel, where qualitative and quantitative research is conducted independently with the results combined in the interpretation. Additional methods include exploratory sequential and exploratory sequential transformative designs. Exploratory sequential is when an exploration of qualitative data precedes quantitative data collection. Exploratory sequential transformative design is similar to exploratory sequential but with an emphasis on an ideological framework shaping the study (Schoonenboom & Johnson, 2017).

A fixed research design was not appropriate for a case study because of the quantitative, structured, and narrowed view of an experiment study. Mixed methods research was not the most appropriate because the study was more qualitative. This researcher chose a flexible qualitative case study method because case study research encompasses an in-depth real-life investigation of a case or cases, gathering extensive qualitative data to understand better the problem or issue (Guetterman & Fetters, 2018). Conducting a qualitative case study with a pragmatic view was the best method, because of a greater perspective of the underlying problem in FQHCs, instead of the researcher's viewpoint and or experience. This pragmatic multiple case study includes an exploration of (a) the causes of failure in non-profit organizations developing practical strategic management plans, (b) how non-profit organizations can develop effective strategic planning processes and efficient responsiveness of nonprofits' economic environment, and (c) how the external environment affects strategic management planning in non-profit organizations. Furthermore, a qualitative method approach can exist as an instrumental in changing necessary landscapes, including legislative change(s), otherwise not available with just quantitative data, because qualitative research can include necessary perspective(s) into important and specific worldview topics, uniquely vital to FQHCs.

Discussion of Method

In qualitative studies, could include several flexible designs in research. According to Creswell (2016), a narrative design study usually predicated on a single participant's experience and story, in life histories. A narrative method was not appropriate for this research, because the study did not involve a single participant's story or history. A phenomenology method explores the environment or situation found in a single concept or phenomenon collected from participants experiences. This method was not appropriate, because there was no single concept included. In a grounded theory method, the researcher pursues a theory based on processes or participants' interactions reported in sequential phases. A grounded theory method was not applicable to study FQHCs because this researcher did not advance a theory. An ethnography method consists of a cultural group's interactions within its specific culture and its operations. An ethnographic method was not suitable for this study because no investigation of a cultural group occurred. Yin (2018) stated that case study methods are ideal when researchers study a particular case. For example, the case involves programs that includes projects or processes within communities or organizations. Additionally, case studies explore real-world cases, relying on multiple data sources and perspectives, highlighting decisions made, answering the how and why of decisions, and using several methods of inquiry.

This researcher chose a flexible design using a qualitative method; specifically, a multiple case study design. A qualitative case study method applied to exploring the need for and consequences of effective strategic planning in non-profits, particularly, FQHC companies. The research includes rigorous methods of extensive data from (a) concepts, (b) interviews, (c) reports, and (d) additional research on the subject. Although lacking vast statistical analysis found in quantitative studies, this researcher conducted this qualitative multi-case study research

with integrity, encompassing ethical and credible data to capture the real-life problem of the lack of strategic management planning in FQHCs. This qualitative case study method aimed to answer the research questions previously formulated.

Discussion of Triangulation

Triangulation includes a better understanding when utilizing various approaches and diverse sources of verification and support. When used in case study methods, triangulation offers greater quality, reliability, validity, and breadth of scope (Yin, 2018). The theme establishment is a product of triangulation because the collection and coding of data occurs (Creswell, 2016). For qualitative triangulation, this researcher used recorded participant interviews, surveys, archived records, field notes, and company website data. Quantitative experiments did not occur in this multi-case study. This researcher explored the failure of effective strategic planning and management in FQHCs. The possible outcome of ineffective strategic planning and management may result in the potential loss of profitability, productivity, and long-term success leaving the company vulnerable in economic and external environmental crises.

Summary of the Nature of the Study.

Solid research begins with a paradigm, a philosophical worldview that builds the methodology and methods occurred throughout the study (Yin, 2018). Although, are five paradigms mentioned in this study exist (positivism, post-positivism, constructivism, and pragmatism)., this research included pragmatism as its chosen approach. Schoonenboom (2019) posited that a pragmatic approach includes an emphasis on real-life problems and actual outcomes. Research designs are blueprints of a study, connecting empirical data to the research questions throughout the research (Yin, 2018). Three designs existed in this study, fixed,

flexible, and mixed methods design. A flexible design method, with a pragmatic worldview was the method chosen for this qualitative multi-case study. A pragmatic worldview includes exploring and illustrating actual problems of federally qualified health centers' lack of strategic management and planning.

The key issues discussed revealed how ineffective strategic objectives can result in the vulnerability and potential loss of profitability, productivity, and long-term success of non-profits, particularly FQHCs. Extensive data came from interviews, reports, concepts, and additional relevant research. Triangulation of methods included surveys, archived records, field notes, and company website data. The triangulation establishes themes providing a deeper understanding and creates greater reliability and validity of the research (Creswell, 2016; Yin, 2018).

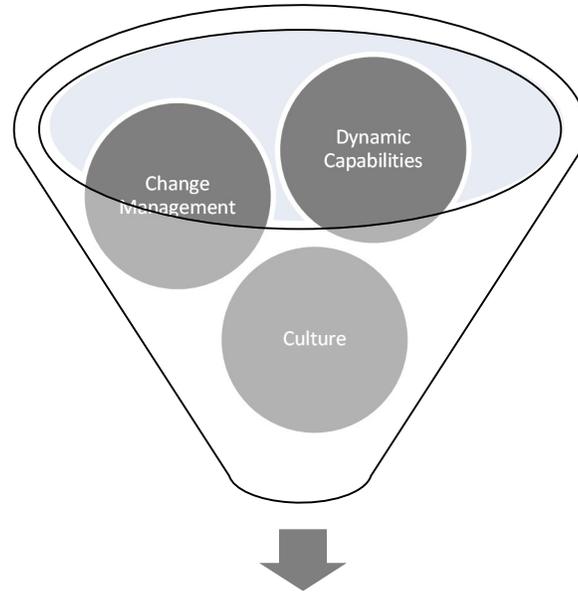
Conceptual Framework

The focus of this qualitative study was to highlight the lack and consequences of FQHCs' effective and successful implementation of their strategic plan and discussed methods for improving the establishment and execution of strategic planning, using a pragmatic view. The conceptual framework included how (a) the effectiveness of organizational culture can produce greater productivity and profitability, (b) strategic change management can lead to long-term organizational success, and (c) dynamic organizational capabilities produce resilient organizational development. According to Lavy and Littman-Ovadia (2017), character strengths displayed at work help create strong organizational culture, capable of producing greater job satisfaction, engagement, positivity, all related to job fulfillment and purpose, potentially generating higher productivity and overall profitability. Furthermore, strategic leadership, intrinsic motivation, and alliances are important to the growth and success of non-profits,

specifically FQHCs. Mintzberg's (2004) indicated that the exploration of management theory and servant leadership theories occurred. Mintzberg's (2004) management theory contends that strategic management involves the acceptance of diverse opinions and viewpoints, beginning with relevant information from multiple perspectives, working with several stakeholders, and followed by implementation or action (Ayoubi et al., 2018). Servant leadership theory supports the notion of an empowered organizational culture, as the servant leader leads with utmost integrity, placing the necessities of others ahead of self to the extent of imposing their vision on followers (Liu, 2019). The findings revealed how the conceptual framework related to the specific problem and demonstrated the need for improvement in a non-profit environment, particularly FQHCs. The findings showed that effective organizational culture is fundamental to organizations that leverage dynamic capabilities to produce resilient and sustainable FQHC environments.

This multi-case study included executive, senior, and middle managers from three rural FQHCs in Texas that were interviewed and studied. External sources included the Health and Human Services Administration (HRSA), National Association of Community Health Centers (NACHC), and Texas Association of Community Health Centers (TACHC). The research included relevant concepts, components, and strategies vital to create and implement strategic plans, successfully comprising of organizational culture, change management, and dynamic capabilities. Furthermore, the study findings revealed how each concept related to the specific problem of the study.

Figure 1 below depicts the essential relationship between culture, change management, and dynamic capabilities, beneficial and indispensable attributes of successful organizational management. These concepts ensure the implementation of a company's strategic plan.



Critical concepts leading to improved corporate sustainability.

Figure 1. Relationships between Core Concepts Leading to Strategy Implementation and Success.

Concepts

Discussion of Effective Organizational Culture Concept

Lee et al. (2019) described culture as representative of an organization's DNA by the standards and values it upholds and represents, influencing job performance and organizational behavior. Specifically, an ambidextrous organizational culture (AOC) characterized by being both explorative and exploitative in its organizational activities. Exploitation associates with a company's efficiency, while exploration encourages learning and innovation, possibly leading to greater returns. Krupskyi and Kuzmyska (2020) described organizational culture as key to success and essential for innovation and survival. Effective organizational cultures create competitive advantages, employee commitment, influence productivity, reinforce knowledge management, increase communication, and produce organizational effectiveness. Therefore,

Krupskyi and Kuzmytska (2020) proposed the Denison organizational model for evaluating key traits of leadership and culture, consisting of corporate mission, consistency, engagement, and flexibility. Additionally, Baird et al. (2018) posited that organizational culture associates with innovation and environmental activity management (EAM). EAM is a principal factor in overall costs, resource allocation, capital investments, product and process design, waste management, and more. Therefore, culture can occur as the most influential and a vital characteristic of an organization.

When positivity embeds within a company's culture, an increase in work engagement, employee job satisfaction, self-fulfillment, and productivity exist (Lavy & Littman-Ovadia, 2017). These type of character strengths can increase the level of coping skills necessary during challenging moments. According to Horvath et al. (2018), a company's leadership and culture are critical components of sustainability and survival. Leaders can generate a dynamic culture by empowering their employees, increasing their capabilities and ability through relevant training and effective communication. An influential organizational culture seizes opportunities when facing crises, actively responding to challenges instead of succumbing to them, leading to greater productivity and profitability. Timely responsiveness is an attribute associated with a company's agility or ability to adapt to unpredictable and ever-changing situations quickly. Agility encourages proactive detection and awareness of opportunities, contributing to successful organizations. Therefore, agility is an appropriate characteristic during challenging organizational phases, aiding companies in overcoming these challenges when influenced by dynamic capabilities (Harsch & Festing, 2020). These attributes are synonymous to an effective and strong organizational culture.

According to Mohammadi (2020), an effective culture includes an organization's expectations, mission, and values, guiding the policies and beliefs of the company and staff. An effective culture contributes to high-performance, increased employee and stakeholder engagement, and higher productivity. Mohammadi added that the Denison organizational culture model can assist in improving or changing organizational culture and for its effect on productivity. An organization's mission must be clear and consistent, while the goals should strategically allow flexibility for stakeholder participation. Effective engagement empowers staff to perform at the highest ability, resulting in a more significant commitment to the organization's goals and mission. Empowerment requires the recognition and appreciation of teamwork and the continuous development of employee skills. Effective organizations must include unified, and consistent in their values and actions, promoting adaptability, a critical trait needed for navigating challenging and changing business environments (Mohammadi, 2020).

Results showed that ineffective communication, human asset deficiencies, lack of qualified leadership, and importance given to strategic planning may have a role in an unproductive organizational culture for some FQHCs. Additional challenges included a lack of invitation to key stakeholders' participation at strategic planning meetings and relevant training for all key stakeholders. Recommendations for change, potential application strategies, and best business practices are in section three.

Discussion of Strategic Change Management Concept

According to Hechanova et al. (2018), change management may help leaders in an organization to enact necessary changes, as evidenced in Kurt Lewin's (1951) change model concept of unfreezing, changing, and refreezing. Lewin's model provides a highly effective method of coping with internal and external changing environments as most, if not all changes,

require a buy-in. Therefore, the contribution of effective and competent leadership impacts change management. Hechanova et al. (2018) indicated that leadership competence in character, strategy, application, social ability, and resiliency may become the most practical competencies any leader can possess, creating a foundational mechanism for changing environments. Castillo et al. (2018) discussed organizational change as a means of facilitating and improving a company's acclimatization to environmental or corporate mission changes. Employees often go through positive and negative emotions, potentially undermining the change process. If not handled quickly and appropriately, these feelings lead to emotional chaos, uncertainty, insecurity, and resistance. However, a strong culture exhibiting active trust may help diminish resistance. Coping strategies are essential for organizational change management success. Kübler-Ross (1973) five stages of grief model is a tool leadership can use for recognizing the stages staff may experience during any type of change, providing additional support. Without appropriate communication and engagement, staff may experience stages of (a) denial, the inability to accept change; (b) anger, resentment at having to deal with change. In addition, staff may experience (a) bargaining, acting in a survival mode while making promises for attaining set goals; (b) depression, feelings of sorrow and or hopelessness; and (c) acceptance, the ability to adapt to the change, as the outcome (Castillo et al., 2018).

Burgelman et al. (2018) discussed that strategic change management leads to long-term organizational success when focusing on strategy practices and processes, exemplified within an organization's culture, operating procedures, and routines. Quality strategies must include middle managers and other relevant stakeholders essential in change and implementation buy-in. However, the biggest contributor to quality strategy comes from the Chief Executive Officer (CEO) and other executives, whose culture-setting and dynamic capabilities take precedence in

overall quality strategies (Burgelman et al., 2018; Hechanova et al., 2018; Krupskiy & Kuzmytska, 2020; Lavy & Littman-Ovadia, 2017; Teece & Leih, 2016).

A direct correlation between strategic change management concept and the specific problem exists. The study revealed that senior management's lack of transparency in sharing the organization's strategic goals and plans with staff affected their reluctance to change. Many key stakeholders were unaware of the company's strategic plan and discussed resistance to change and buy-in. This concept also relates to staff motivation and engagement, as results showed a need for greater staff engagement and positivity within FQHCs.

Discussion of Dynamic Capabilities Framework Concept

Teece and Leih (2016) described dynamic capabilities as a framework that enables organizational leaders to combine, develop, and realign or redesign their external and internal resources to concentrate on and influence fast-paced business environments. However, uncertainty is a primary challenging component to manage, requiring highly capable leadership to mitigate insecurity with resilience, instead of inaction. A dynamic capability framework includes the guidance when creating strategic management plans and overcoming uncertainty. Tseng (2016) posited that dynamic capabilities can mitigate losses and increase profitability and productivity, leading to effective response (s) to internal and external environmental crises and promoting resilient organizational development. Dynamic capabilities are contingent upon a company's competencies; consequently, FQHC leaders must promote quality service to patients, stakeholders, and employees acquired through competent knowledge of integrated strategies, individuals, and processes (Tseng, 2016).

According to Felipe et al. (2017), dynamic management capabilities may help improve organizational agility, greater flexibility, adaptability, and innovativeness. These capabilities are

important ingredients in a company's long-term success. Felipe et al. added that agility is the response by leaders to unpredictable changes within the business environment and is a process that must emerge. Agile organizational leaders are capable of seizing business opportunities, promptly boosting organizational performance. A necessary component of dynamic capabilities must include technological knowledge and expertise. A leader's IT capabilities may contribute significantly to higher levels of agility, resulting from IT relationships among customers, operations, and partnerships or alliances, creating value-added services and products (Felipe et al., 2017). In addition, Harsch and Festing (2020) stated that development of essential human resource personnel help create talent management, a much sought after attribute fostering agility and a part of an organization's dynamic capabilities.

Dynamic capabilities concept relates to the specific problem and research findings. Results revealed that key stakeholders can benefit from relevant training, transparency, and succinct communication from senior management (Loureiro et al., 2019). The research findings show a lack in human assets was a major challenge for rural FQHCs. The results necessitate the urgency to create a dynamic staff training program to build and strengthen employee skill sets, particularly in change management and agility. Additionally, developing employee coping skills can prove beneficial during healthcare's changing landscape, and helping to fulfill the company's strategic goals and plan.

Theories

Mintzberg Theory of Management

Mintzberg's (2004) theory of management proposes that management practice (action) is just as vital as theoretical know-how (theory). Mintzberg suggested that structure is necessary during dynamic and complex environments, pushing flexible management into creating added

value within their organization (Parikh, 2016). Parikh added that decision making, at all ranks, is an inherent part of strategic planning and management. Mintzberg (2009) categorizes managerial roles as decisional, interpersonal, and informational. An important element is describing the strategy as developing several viewpoints and attitudes in agreement with numerous forms of strategic disciplines (Ayoubi et al., 2018). Strategic management is managing the differences that distinguish a company from its competitors. However, the definition of strategy has various forms. Ayoubi et al. (2018) posited that strategic planning and management is skillful with active collaboration among stakeholders. Therefore, effective management appears as the most critical element in strategic planning, implementation, and organizational success. Ayoubi et al. noted that employee commitment during the strategy's implementation phase is the most difficult stage within an organization and is vital to the success of the company and its projects.

The Mintzberg (2004) theory of management concept relates to the specific problem, as the findings of the study include a deficiency in the inclusion of important stakeholders' viewpoints and participation in strategic planning meetings and core training. Results showed that strategic planning was top-heavy, and communication was ineffective in the organization. The utilization of Mintzberg's theory of management can help change a company's culture into a productive and dynamic establishment.

Servant Leadership Theory

Servant leadership theory premises on the need of others first by serving those being led and ensuring their growth and effecting a positive contribution in their lives (Greenleaf, 1977; Spears, 1996). Servant leadership include a calling to a strong mental awareness, courage, ethical, moral, forgiving, humble, emotional healing, engaging, authentic, and accountable, creating value. Servant leadership is applicable across all industries and boundaries (Anderson &

Sun, 2017; Spears, 1996). By cultivating a growth culture, servant leadership includes greater teamwork, higher productivity, and long-term organizational success. Liu (2019) maintained that a growth culture incorporates empowerment and impactful societal and community value that is relevant in the non-profit sector (E. Gamble et al., 2019). Leadership style directly impacts followers' commitment and dedication to their job duties. Therefore, leadership style and practice are central to the effective management of successful organizations, resulting in influential behaviors and enhancing conflict management methods (Curtis, 2020).

The servant leadership theory concept relates to the specific problem and the study findings. Results showed that staff generally attributed servant leadership qualities towards their executive leaders. However, concerns over lack of communication and clear expectations of its leadership team and corporate staff existed. The findings also revealed that positive work engagement and employee recognition must align as part of company culture for increased staff satisfaction and retention.

Actors

Federally Qualified Health Centers (FHQCs) in Texas were the focus of this study on non-profits. Specifically, the study included three rural health centers. Twenty-one executive, senior, and middle management staff participated in the study, as they played essential roles in the planning and implementation of each organization's strategic plan. According to Burgelman et al. (2018), middle managers are inherently vital to strategy implementation. Executing an effective strategic management plan must include middle managers who deal primarily with front-line staff and customers. Therefore, the study of these participants was critical to establishing an influential organizational culture and development and implementation of strategic management plans, within FQHCs.

Constructs

Discussion of Strategic Leadership, Intrinsic Motivation, and Alliances Constructs

Strategic leadership advances and shapes organizational culture effectiveness and contributes to the efficient responsiveness of a company during a crisis. Strategic leadership exemplifies practices that foster authentic relationships, instilling motivation, encouraging improvement, and integrating change (Farhan, 2021). When linked with strategic leadership, strategic organizational choices significantly contribute to a company's high performance, persistence, agility, and success. Many times, leaders use complex decisions for the utilization of behavioral factors rather than estimations. These factors require strong and strategic leadership, influencing processes, structure, and composition of company decisions (Banzato & Sierra, 2016).

Strategic leadership is key to staff motivation and communication. Intrinsic motivation is imperative in any company, particularly within the non-profit industry, as intrinsic motivation increases job satisfaction and job performance when aligned with the company's mission and vision (Jensen & Bro, 2018). Woolley and Fishbach (2018) posited that intrinsic motivation increases immediately when instantly rewarded. Therefore, leaders must strengthen the association between the activity and goal, promoting greater levels of intrinsic motivation.

Researchers suggests long-term partnerships and alliances contribute to the overall success of an organization (Cabral et al., 2020; Feilhauer & Hahn, 2021). Collaborative support is necessary for sustaining optimal performance and competitive advantage, particularly in the non-profit industry that requires the assistance of external donors and contributors. Internal and external alliances, when leveraged appropriately, can provide the necessary resources and opportunities to industries that adequately manage and exploit their use (Feilhauer & Hahn,

2021). Intindola et al. (2016) claimed that strategic alliances are essential to non-profit success, resulting in healthy communities' dependence upon successful cross-sector collaboration.

Strategic collaborations include additional resources that promote cost-effectiveness and service quality improvement while avoiding competition. Collaborative decisions are subject to mutual respect and strong leadership leading to accountability and higher performance. Cross-sector collaboration helps advance improvements to serve societal needs better when mutually agreed upon (Intindola et al., 2016). Therefore, alliances are essential in every industry, especially in non-profit companies like FQHCs.

Figure 2 below outlines the proposed conceptual framework necessary for non-profits, specifically FQHCs achieving long-term performance and sustainability. The findings related to the concepts, theories, constructs, and literature presented within this qualitative multi-case study.

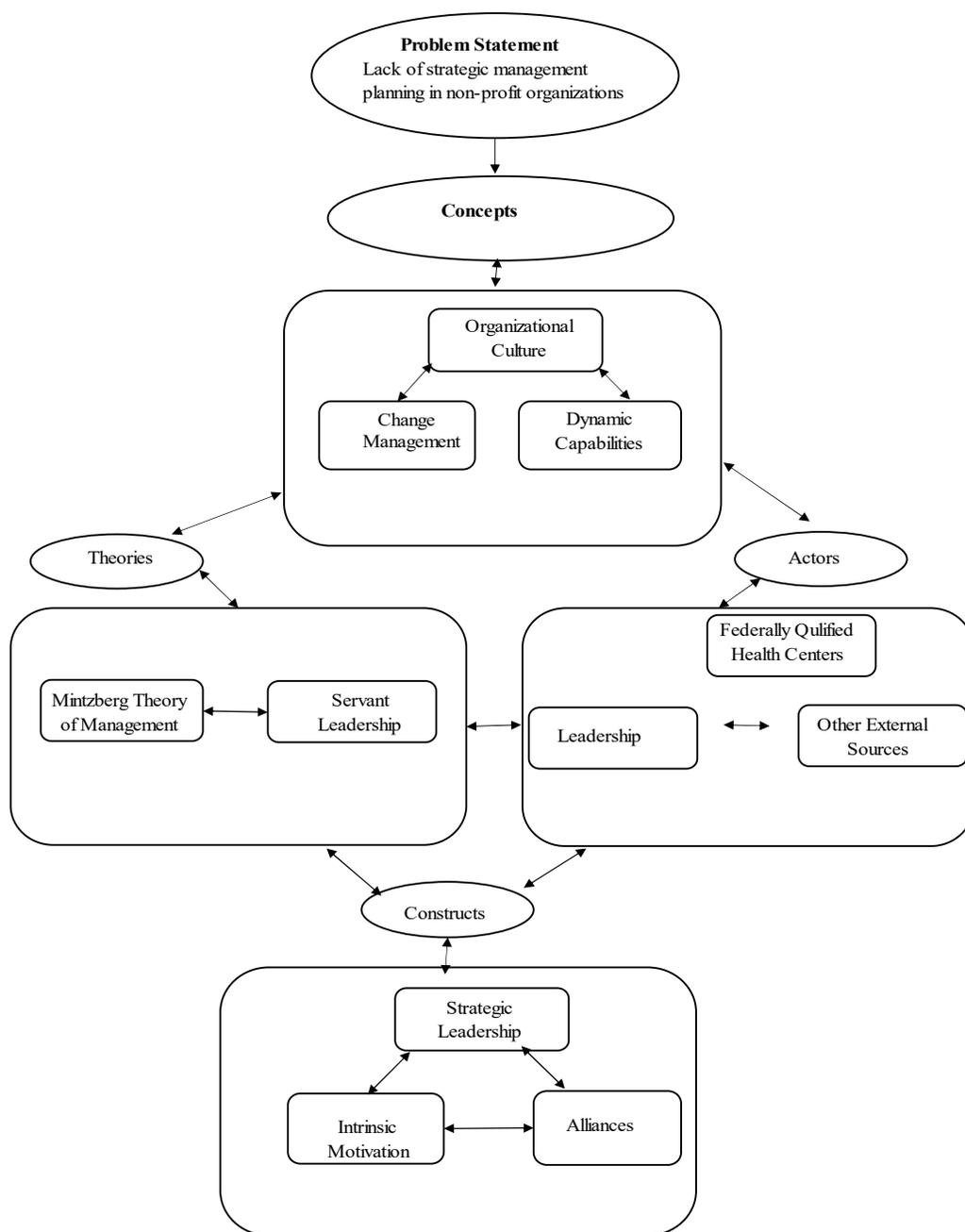


Figure 2. Conceptual Framework to Enhance Long-term Performance and Sustainability.

Relationships Between Concepts, Theories, Actors, and Constructs

The overall framework encompasses the concepts that add and aid in building successful strategic management plans those non-profit leaders, such as FQHC leaders, can pursue and improve. The concepts addressed how leadership style, culture, intrinsic motivation,

competencies, and agility increase productivity and profitability, and strengthen alliances. Impactful leadership helps drive culture, increasing motivation, positivity, capabilities, and innovation, producing organizational agility, reinforcing alliances and partnerships, and improving overall performance, as shown in Figure 2, presenting the conceptual framework to enhance long-term performance and sustainability.

Summary of the Research Framework.

This researcher explored and explained the consequences of FQHCs' lack of strategic planning and implementation. As non-profit organizations, FQHC leaders must leverage their internal and external resources to help meet the needs of their patient population, creating sustainability, patient and employee satisfaction, and competitive advantages. Cross-sector collaboration and alliances are imperative for successful external relationships in reducing competitiveness while creating stronger communities (Intindola et al., 2016). The concepts introduced are often utilized in for-profit organizations and are also relevant for non-profit companies to maintain a sustainable, profitable, and successful practice.

The findings related to the concepts and constructs of this study and are found within the six themes discussed in section three. Results revealed that non-profits, particularly FQHCs experience many challenges in a complex and changing healthcare landscape. Some of the challenges includes employee retention, human asset deficiencies, inexperienced employees, lack of essential stakeholders' participation, employee engagement, and ineffective communication that cause missed opportunities and strategic objectives to be fully met.

Definition of Terms

Federally Qualified Health Center: A community health center, providing comprehensive health care services to vulnerable patient populations in underserved areas, regardless of income status (HRSA, 2018).

Non-profit organization: A non-profit organization is mission focused, contributing to social, environmental, and or economic factors, impacting its communities by way of their value-added services and or products (Peric et al., 2020).

Servant Leadership: A leadership model based on putting the needs of others first with an emphasis on followers and fulfillment of organizational objectives (Irving & Berndt, 2017).

Strategic Management: A series of organizational management plans that align with the company's mission in driving change for added value (Miller, 2018).

Strategic Planning: A strategic and interactive process of identifying and focusing on corporate goals and mission to increase efficiency and organizational performance through planned activities, resource allocation, and resource optimization (Wright, 2020).

Assumptions, Limitations, Delimitations

To improve sustainability the quality of strategic planning and management must improve (Peric et al., 2020). The goal of this study was to examine the impact of a lack of strategic management in FQHCs. Therefore, the assumption was that when strategic planning and management improves, so will the company's sustainability. The assumption was that the participant population consisting of executives, senior, and middle managers, as the most appropriate when conducting this research on FQHC's potential lack of strategic planning and strategic management. This study's limitations included participant responses and time

constraints that may have potentially weakened the study, narrowing the research to Texas only, and identifying the three rural clinics included in the study.

Assumptions

Assumptions within the study relied upon the honesty, truthfulness, validity, and reliability from leaders and participants surveyed and interviewed. The assumption that the subject health centers, staff, and relevant data would be made available timely, providing additional organizational information and support, as required. Honesty and truthfulness can strengthen when researchers inform participants of the study's purpose, assure their confidentiality and privacy, and provide a voice (Creswell & Poth, 2018). The researcher assumed that the participants would answer the research questions truthfully as they shared their lived experiences. To address honesty and truthfulness issues, the participants received consent forms detailing the purpose of the research, the responsibilities of the researcher, and the participant, and maintaining the confidentiality and privacy measures. The collected data represented humans and their willingness to share their story therefore, the participants received respect (Kerr et al., 2019).

Validity includes accuracy in qualitative research by incorporating strategies that include triangulation, member checking, self-reflection, and multiple viewpoints (Creswell, 2014). Triangulation includes a greater scope of reliability, validity, and quality especially when utilized in case studies (Yin, 2018). Document analysis was also included to supplement other data collected, minimizing possible biases to ensure validity and reliability. Document analysis consists of thorough interpretation and examination of document contents (Mackieson et al., 2019). The researcher accessed relevant company documents and connections to additional company resources, including organizational charts and company strategic plans. According to

Creswell (2016), validity and reliability in research include meticulous and clear-cut data collection. Otherwise, the research may become compromised and distorted.

Limitations

A focus on three rural FQHCs in Texas presented a limitation. A comprehensive sample containing urban FQHCs and extending the sample may provide a more robust sampling. However, 43% of Texas FQHCs are rural (NACHC, 2021), ensuring adequate sampling. Additional limitations arose because of the COVID-19 pandemic, the inability of face-to-face interviews, and the travel distance between each site. To mitigate traveling restrictions, virtual interviews were necessary. Recording the virtual meetings included additional benefits so the researcher could focus intently on the participant's experiences up close. Virtual meetings also helped some participants maintain openness and truthfulness about their experiences. Limitations included the number of responses received, the timeliness required for a full sampling, and access to the sampled target population. Expanding to additional departments and adding more participants would mitigate the issue. The researcher set aside sufficient time for interviews across the multiple participant roles. However, the target population did not encompass the entire FQHC industry, as it was too broad for this study. Biases posed a limitation that was overcome by the rigorous approach in establishing transparency, reliability, and validity within this study.

Delimitations

This study included three rural FQHCs in Texas and targeted executives, senior, and middle managers. Exclusions from the study included staff outside management roles, urban FQHCs, and those outside Texas. The establishment of sound strategic planning and management provides solutions for creating increased access to care, if the organizations meet strategic goals because of rural health center staff occur challenges to provide access to care for

their rural populations (CDC, 2019; Lam & McDougle, 2016; Nakamura et al., 2019). The research questions reflect on the importance of strategic management and the consequences of the failure in their implementation.

Significance of the Study

The purpose of this multi-case study was to explore the challenges and barriers FQHC leaders experience when unable to collaboratively plan for or effectively implement their strategic management processes. The improvement of sound strategic management is essential to all business industries, including non-profits such as FQHCs. HRSA (2018) advocates quality improvement methods in the effective management of community health centers, which must meet stringent requirements within their operations. This research included insight into the obstacles encountered within FQHCs and provided viable solutions for overcoming challenging barriers, rendering sound business strategies, and benefiting the industry. The literature review included an exhaustive overview of the suggested improved practices, covering diverse topics related to the sustainability of an organization.

Reduction of Gaps in the Literature

This research helped to reduce the gap in FQHCs' lack of effective strategic planning through the research conducted and presented within each case study. However, few studies on rural FQHCs' lack of strategic management. This study included incorporating the effect that the right culture, dynamic capabilities, strategic leadership, and alliances can have on non-profits. The solutions and recommendations presented help address the challenges in developing and implementing good strategic processes for lasting sustainability. Furthermore, this study was essential for understanding the impact of FQHCs' sustainability through strategic planning and management.

This researcher could not find related articles that covered everything within this study, therefore, extensive research was necessary. Many of the articles found referred more to clinical measures and outcomes or were strictly financially based, although a non-profit's financial health is critical to effective and sustainable practices (Lam & McDougle, 2016). Faulk and Stewart (2017) posited that non-profits may include an overload of financial and organizational pressures, internally and externally. Research gaps still exist within this area. Álvarez-González et al. (2017) indicated that cooperative relationships and alliances with similar and cross-sector industries are methods of increasing revenue diversification strategies, critical elements in non-profit sustainability. Effective alliances and collaboration incite necessary knowledge transfer and learning success, primarily when partnerships predicate on value-added services. As service organizations, many non-profits are dependent upon their personnel's competencies, particularly as some key staff fill multiple roles. Therefore, effective human resource management is vital to ensuring and increasing employee job satisfaction, positivity, and job performance (Álvarez-González et al., 2017).

According to Cândido and Santos (2019), a 30 to 70 percent failure rate exists in strategy implementation, attributed to strategy abandonment. Stewart et al. (2021) suggested that executive fit may handle the overall failure in strategic and organizational implementation, validating the importance of culture. Stewart et al. (2021) supported the significance of executive succession planning as a viable practice to the sustainability of corporate culture and organizational success. Moreover, strategic governance and responsibility for executive succession planning rest upon the board of directors, some of whom might be inexperienced or inadequate.

Regardless, most articles mentioned the importance and impact of non-profits' service to society at every level including the community, state, national, and global levels. Lam and McDougle (2016) suggested that some non-profits are safety nets for vulnerable populations. According to HRSA (2018), FQHC's serve vulnerable populations, bringing needed healthcare services to the underserved and underinsured, without which many patients would go untreated.

Implications for Biblical Integration

Christians, particularly Christian leaders, instill and act upon biblical attributes within one's work. Leaders of non-profit organizations, must uphold the mission and vision, inspiring a desire for others to follow, as Jesus did when calling his twelve disciples. In Matthew 4:19, "He said to them, follow me, and I will make you fishers of men" (*English Standard Bible*, 2004-2023). The leaders show the type of Christian leader an individual must provide in transformational and servant leadership qualities that Christ exhibited during his earthly ministry. Therefore, this research contributes to the spiritual significance found in those who are called by God, as stated in Romans 8:28, "And we know that for those who love God all things work together for good, for those who are called according to his purpose" (*English Standard Bible*, 2004-2023).

Process of Conducting Biblical Perspective on Research

Conducting a biblical perspective on qualitative research or any research includes the process of researchers conducting a study with utmost integrity when researching, interviewing, and writing, as research must be rigorous, ethical, reliable, and trustworthy (Hammarberg et al., 2016). Filistrucchi and Prüfer (2019) stated that managing religious beliefs and values enhances trustworthiness, organizational productivity, and performance. Moreover, scripture teaches that "Whatever you do, work heartily, as for the Lord and not for men" (*English Standard Bible*,

2004-2023, Colossians 3:23). God expects his followers (servants) to uphold truth in all that is done and to be good representatives of the Lord, through his guidance and prayer.

This study was presented ethically and responsibly, depicting FQHCs' need to establish, implement, and facilitate strategic management planning, contributing to higher productivity, organizational performance, and long-term success. The actors respect during all interviews, research, and writing. The research demonstrated the impact of effective strategy on an organization, as Christ had and continues to have on his followers. The Lord strategically called his disciples and strategically went to destinations to fulfill his prophecy. Christ was an exceptional teacher and continues to be the good shepherd (servant leader) to his flock, as stated in John 10:11, "I am the good shepherd. The good shepherd lays down his life for the sheep" (*English Standard Bible*, 2004-2023).

Just as Christ was and is the good shepherd, Christian leaders must also lead their staff (flock) accordingly, discovering and utilizing good strategies and creating advantages invisible to others (Rumelt, 2011) by way of constant spiritual mindfulness. The Holy Spirit must move Christian leaders to lead an organization, inspiring others to act in a way that fulfills and furthers the company's mission. This researcher demonstrated professionalism and care throughout this research and when writing about the study's outcomes. This researcher pursued the Lord's guidance and direction during this study through constant prayer.

Biblical Discussion

Conducting research with a biblical perspective is essential because of a unique view that may otherwise be missed. Likewise, qualitative research requires an extensive collection of data, including meticulous and laborious data analysis. The data analysis includes researchers interpreting in a natural environment approach to the world (Creswell & Poth, 2018), Much like

Christ's ministry researcher participate in real-world natural settings while providing truthful interpretations.

Non-profits serve a cause or mission where servant leadership is often attributed to such organizations. Mark 8:34 states, "And calling the crowd to him with his disciples, he said to them, if anyone would come after me, let him deny himself and take up his cross and follow me" (*English Standard Bible*, 2004-2023). Moreover, scripture exemplifies the morals and character of Godliness throughout the bible, exclusively seen in the Lord Jesus (Nicolaidis, 2020).

Therefore, all work should be an opportunity for witnessing. This research included a biblical perspective, demonstrating the need for solid strategic management plans and practical implementation within non-profits, such as FHQCs. Additionally, all individuals and companies in this study received respect and dignity. The information gathered in this study was thorough and conducted with open-mindedness, representing facts and suggestions, where warranted.

Biblical values contribute to ethical management and greater performance, according to Filistrucchi and Prüfer (2019). Moreover, II Timothy 2:15 states, "Do your best to present yourself to God as one approved, a worker who has no need to be ashamed, rightly handling the word of truth" (*English Standard Bible*, 2004-2023); and "In all your ways acknowledge him, and he will make straight your paths" (Proverbs 3:6). Biblical values and perspective are highly relevant and contribute to this research because strategic management decisions represent the beliefs and values of leadership. Strategic management includes leveraging employees' strengths to create a dynamic workplace, as Christ did in creating a dynamic team of disciples, that "turned the world upside down" (*English Standard Bible*, 2004-2023, Acts 17:6) through evangelism. Therefore, a biblical perspective in conducting this research was most relevant in providing

transparent, reliable, and verifiable information about real-life issues that this researcher has accomplished.

Benefit to Business Practice and Relationship to Cognate

The exploration of strategic planning and management strategies can add value to business practices because it provides non-profits, specifically FQHC leaders, a better understanding of the urgency and importance of effective strategy. The contributions may establish foundational knowledge for business practices successfully incorporating and implementing strategic planning and management. According to Bourgoin et al. (2018), many strategic planning meetings (the beginning of strategy) fail because of a lack of communication, understanding, and consensus. Impactful change and success begin with effective communication in which focus, adjustment, and leadership fit help produce unanimity and opportunities, thereby shaping the path to successful implementation of actionable results. Strategic sustainability includes organizational culture, change management strategies, and strategic alliances with other non-profits and for-profit companies (Álvarez-González et al., 2017; Bourgoin et al., 2018)., Therefore, FHQC leaders could further advance or achieve their mission. Strategic alliances are fundamental to FQHCs, as many FQHCs do not offer specialized services that can further benefit the patients served (Nakamura et al., 2019).

In establishing foundational business practices, leaders must optimize to utilize the outcomes within this research that may aid current and future FQHC leaders in planning and successfully implementing their company's strategic plan. According to Peric et al. (2020), a non-profit's organizational complexity in handling various social objectives may exceed for-profit companies, leading to different practices and outcomes. This study relates to the researcher's cognate in strategic management. This study has further opened and enlightened the

researcher's perspective and knowledge to new and expanding ideas, processes, and methods utilized in strategic planning and management that has been used within this researcher's employment. Furthermore, this researcher has gained greater insight from the field work and the individuals included in the case studies, enriching and expanding this researcher's knowledge and networking contacts within the FQHC industry.

Summary of the Significance of the Study.

The objective of this study was the exploration and understanding of FQHCs' strategic planning processes and management. Burgelman et al. (2018) stressed that the effective planning and implementation of a company's strategic plan lay the foundation and vision of its future endeavors. Non-profits may be more predisposed to instability as they may be dependent upon added external funding and resources (Cabral et. al., 2020). Therefore, many non-profits, such as FQHCs are prone to more financial and human resource challenges, including technological implementation challenges. Certain federal and state regulation mandates add to the external challenges, increasing the urgency of developing practical strategic management plans (Gratton, 2018). Furthermore, creating effective strategic plans is a considerable benefit to FQHCs, as they must leverage and exploit organizational capabilities to increase their profitability, productivity, and long-term success. The key points considered that FQHCs may become more responsive or agile to internal and external pressures, strengthening their alliances, increasing their patient and staff satisfaction, and improving customer and employee retention because of effective strategic planning.

This section also defined the significance of a strong organizational culture and leadership style that are vital to effective and successful strategic management plans and the organization itself. This qualitative multiple case study using a pragmatic view included an in-

depth overview of FQHC problems striving to achieve better quality care for patients while remaining sustainable. Therefore, strategic planning is increasingly essential to the growth and sustainment of FQHC organizations and the field of strategic management. This study's contribution included a biblical perspective that included a Christian worldview. This spiritual insight helped generate a higher level of understanding and added greater perception and assessment in conducting this research.

A Review of the Professional and Academic Literature

This literature review includes a variety of scholarly peer-reviewed references, providing an empirical perspective on strategic management. Strategic planning and management are fundamental to corporate sustainability. Beginning with its creation, implementation, and governance, strategy content and processes help create competitive advantages (J. Gamble et al., 2019). Changes in internal and external environments necessitate the urgency of organizations to develop viable strategic plans (Burgelman et al., 2018). However, Peng and Liang (2019) discussed that non-profits may be predisposed toward risk avoidance, decreasing their creativity and innovativeness. This research identified a gap within non-profit organizations, specifically FQHCs that may fail to establish and fully implement an effective strategic plan, affecting profitability, productivity, and long-term success. The literature review included an introspective look into organizational culture, change management strategies, and dynamic capabilities, to explore and determine the problems and challenges FQHC leaders' encounter. This literature review also included practical solutions beneficial to the organizations. Included in the study was a discussion on the Mintzberg theory of management and servant leadership theories, followed by a review of the organization's mission, leadership, and alliances, revealing their importance to overall sustainability.

Additionally, the literature review included connecting the concepts, theories, variables, and constructs, providing a holistic overview of challenges within FQHCs and their capacity to promote sound strategic management. The positive implications include the enrichment of non-profit organizations' understanding for developing sound strategies, thereby expanding greater access to care, providing improved services, and greater business opportunities. The literature review serves as groundwork for the concepts and theories presented within a multi-case study. The study included three rural federally qualified health centers in Texas that encountered challenges in fully implementing their strategic management plans.

Business Practices

Federally Qualified Health Centers (FQHCs) are non-profit community health centers, serving some of the most vulnerable patients, medically and or economically. Some, if not most FQHCs operate in medically underserved and health professional shortage regions, providing cost-effective and quality care to patients, with or without health insurance. These 1,400 health centers operate in nearly 12,000 sites nationally, including medical mobile vans, and treating over 30 million patients (HRSA, 2020). In Texas, approximately 72 community health centers serve 1.6 million patients throughout 570 sites, annually (Texas Association of Community Health Centers, 2021).

According to Hébert et al. (2018) when President Lyndon Johnson wanted to eliminate poverty in the 1960's new community health centers and FQHCs emerged. The combination of federal funds and community resources allowed the establishment of much-needed clinics in urban and hard-to-reach rural areas throughout the United States (Hébert et al.). According to the Centers for Disease Control and Prevention (CDC), rural Americans constitute around 15% or 46 million who lack health insurance or have limited access to quality health care (CDC, 2019).

Further, the CDC estimates that 10% of individuals within the United States avoid or delay health care because of cost, detrimental to vulnerable populations (Bradham et al., 2019).

Serving the Underserved

According to C. Chang et al. (2019), FQHCs supply quality health care to underserved populations, supported by the federal government through infrastructure and payment assistance. However, federal aid is not enough to sustain these establishments., The management of FQHCs requires considerable and effective operational and financial planning because the necessity for adequate access to primary care is critical to the underprivileged. Additionally, Topete et al. (2018) discussed that community health centers, such as FQHCs, are havens for the working poor receiving health care, where working adults and children comprise 93% of their patients. Smith et al. (2017) posited that FQHCs serve a higher number of disadvantaged populations with many chronic conditions that require additional specialty services. Collaborative care management, or coordination of care, becomes essential in treating high chronic patient populations. Preventative dental services along with inadequate access could affect this vulnerable population. Oral disparities are prevalent among this population in dire need of oral health care that often goes untreated (Norwood et al., 2017).

The findings revealed that all FQHC participants maintained good relationships with community partners and teaching universities that were able to provide additional resources to expand the health center's medical, dental, and behavioral health services, particularly beneficial during the COVID-19 pandemic. For example, FQHC A was able to provide specialty dental services because of its partnership with a teaching university. The university was able to send dental residents to work in and provide services to health center patients at low costs.

Strategic Management in FQHCs. Smith et al. (2017) revealed that some FQHC's struggle to provide quality healthcare because of a lack of resources, overworked staffing issues, and financial challenges., High chronic conditions within the underserved, underinsured, and uninsured patient population add to the challenging conditions because chronic patients require extra attention and assistance. Nevertheless, collaborative care models have shown to improve healthcare quality. These models include partnership collaboration and communication with other healthcare professionals to help treat chronic patients. Timbie et al. (2017) supported medical-home models or team-based patient care. However, the implementation of care models may also present significant challenges to struggling centers with restricted or inadequate financial resources and staffing. Medical-home models encourage team-based care for chronic condition prevention and management, implementing added services, expanding service access, and coordinating improvement in overall quality care.

Strategic management and planning are vital to any organization. However, strategy can be more critical within the non-profit industry, often lacking resources and understaffed. Organizational and asset management are essential for non-profits, requiring leadership's adjustment to prevalent changing environments and stakeholder demands. Non-profit leaders must often balance multiple objectives in delivering value to their stakeholder group while generating revenue and fulfilling their corporate mission. Rural FQHC leaders may experience operational and financial limitations, as practitioner recruitment is often challenging. Extrinsic, or intrinsic motivation is essential in managing performance and employee retention (J. Gamble et al., 2019).

Defining Strategic Management. According to Kharub et al. (2019), Michael Porter invented the premises of strategic management and the author of the five forces framework. The

five forces framework is an analysis tool which includes analyzing an organization's competitive strength and advantages, promoting strategic success when aligned with relevant productivity improvement programs. Kharub et al. (2019) indicated that a company's agility, innovation, flexibility, and quality are some of the most proficient strategic attributes that drive an organization's success and operational efficiency. These attributes can be found in the shared understanding of a company's purpose and manifested in the response(s) to environmental factors and strategic choices. The many possibilities of strategy development exist within the firm's various competencies; when aligned with competitive strategies, can produce significant organizational and financial performance improvement.

Cosenz and Noto (2016) defined strategic management as the dynamic investigation of a company's connection with its environment, based upon the availability of resources within the internal and external environments. The SWOT framework later conceptualized upon these concepts through the creation and application of company goals. Strategic management must identify the necessary options, coupled with actions based on internal and external capabilities before strategy formulation and implementation of strategic plans. These plans may lead to the effective achievement of company goals and/or increase in organizational performance. Likewise, strategic management drives decision-makers in creating competitive strategies and measuring outcomes. Therefore, strategic management applies to non-profit and for-profit organizations. Gamble et al. (2019) defined strategy as a set of actions that managers use gain a competitive edge over competitors leading towards increased profitability. Further, the alignment of the corporate mission with the increased profitability is the most indispensable dynamic feature, ensuring long-term success. Beginning with a solid business model, the essence of strategic planning exists in appropriately diagnosing a company's situation, including the internal

and external environment. According to J. Gamble et al. (2019), a business model is a company's blueprint, providing value-added services or products, coupled with the company's profit formula.

Impact of Strategic Planning and Management. Wolf and Floyd (2017) explained strategic planning as contributing to organizational performance, providing a perspective on using a business model. However, many companies have been unable to successfully capture the essence of strategic planning. Hu and Kapucu (2017) expounded on the impact that financial and management factors have on the effectiveness and competitiveness of non-profits. Bryan (2019) mentioned that organizational infrastructure and leadership effectiveness are the efficacy of an organization's operational abilities. Therefore, building capacity within a non-profit begins with defining the effectiveness of the organization's infrastructure. Bryan added that organizational capacity is the means of achieving a company's mission. Measuring non-profit effectiveness may be utilized through systems that include resources and internal and external stakeholders because non-profit leaders are socially minded instead of financially inclined (Bryan).

Cosenz and Noto (2016) posited that strategic management requires using the most suitable resources and necessary actions, relative to the organization's internal or external environment, for increasing performance. Therefore, system dynamics (SD) is encouraged as a method when integrated within strategic management. SD practices reinforce and apply enhanced learning and understanding of multifaceted systems. Developed by Forrester in the 1950s, SD method may apply to complex physical and social systems, for designing policies in change management, and for improvement in strategic learning practices (Cosenz & Noto, 2016). Additionally, SD modeling is significant for acknowledging and understanding behavior and process relationships, driving organizational performance through feedback loops.

Incorporating SD modeling within the strategic management framework helps guide decision-making and is relevant to all types of industries, including non-profits (Cosenz & Noto, 2016).

Schoemaker et al. (2020) discussed the importance of simulation as a means of exploring the many possibilities of probabilistic future scenarios, in preparing for ambiguity, and other possible industry-changing problems. Vigilant leaders foster creativity when constructive doubt is part of the discussion and encouragement in meetings. Therefore, using a three-approach method of probing and learning, searching for creative theories, and developing multiple situations, may result in innovative products and services ahead of competitors (Schoemaker et al., 2020).

This study included addressing the gap within non-profit organizations, specifically federally qualified health centers that failed to establish and fully implement an effective strategic plan. FQHC leaders can leverage their culture, organizational capabilities, alliances, human asset, and change management strategies to improve their business practices. A new culture may also lead to better services and sustainment. An improved culture can promote enhanced processes, quality health care, and increased ability for treating and serving a greater portion of the underserved and uninsured patient population. These concepts build upon the importance of strategic planning and implementation within non-profits. This study represented three rural FQHCs in Texas, within a flexible multiple case study, in addition, addressing the significance of strategic management.

The Problem

The general problem addressed was the lack of strategic management planning in non-profit organizations creating ineffective strategic objectives, resulting in the possible loss of profitability, productivity, and long-term success, leaving the company vulnerable in economic

and external environmental crises. According to Gratton (2018), non-profit organizations lack or under utilize their strategic planning tools, overemphasizing the development of a written plan rather than implementing organizational change that is vital when encountering external and financial pressure.

The specific problem addressed was the lack of strategic management planning in non-profit organizations, particularly the federally qualified health center industry in Texas, creating ineffective strategic objectives, resulting in the potential loss of profitability, productivity, and long-term success, leaving the company vulnerable in economic and external environmental crises.

Therefore, the focus of the study was on the necessity of effective strategic management planning in non-profits, specifically federally qualified health centers. Williams and Holmes (2018) indicated that rural healthcare may struggle to thrive because of federal policy and social determinants. These policies often rely on urban rather than rural health care systems, delivering insufficient access of medical care to rural populations, many of are low income, suffer from higher rates of chronic diseases, and older, Additionally, diminished healthcare practices add to the desperate need for greater access to care for the at-risk rural population. The long drive to urban areas for receiving quality healthcare adds to the challenge and vulnerability. Some rural patients opt-out of receiving healthcare altogether, creating an alarming situation.

Faulk and Stewart (2017) explained that non-profit leaders can benefit in their strategic management of financial and operational performance, if they follow their overall mission, just like for-profit corporations. However, non-profit management leaders may be burdened with pressure for efficiency and effectiveness. Miller (2018) discussed that the deficiency of strategic management planning may leave non-profits vulnerable to their external environment, exposing

the organization to further operational and organizational challenges. Hu and Kapucu (2017) emphasized that without any strategic planning in place, non-profit organizations may experience financial vulnerability, expressly in times of economic crises.

Therefore, FQHC sustainability is significant for ensuring accessible and affordable quality healthcare to rural patients. This research included filling a gap within non-profit organizations such as FQHCs, that may fail to establish and fully implement an effective strategic plan by an introspective look into their mission and culture. Table 1 below describes how the effective management of key concepts, comprising of culture, change management, and dynamic capabilities encourage organizational agility, resiliency, and sustainability. These key concepts are critical to healthcare strategic practices. The findings revealed the relevance and importance of these concepts to non-profit organizations, particularly FQHCs.

Table 1

Concepts Beneficial for Effective and Innovative Strategies

Concepts	Benefit to Organization
Culture	Representative of enduring and core values within a company, leading to improved job performance, increased productivity, innovation, agility, and sustainability.
Change Management	Effective use of change management promotes agility and resiliency within an organization, creating a competitive advantage. Change management leads the company from the present status to the planned future status.
Dynamic Capabilities	Exceptional competences that grant organizations the adeptness of remaining agile and flexible, adapting to internal or external changing environments by reconfiguring or creating additional proficiencies.

Concepts

Effective Organizational Culture is Related to Greater Productivity and Profitability

Job performance, culture influence, and organizational behavior influences effective strategic management Lee et al. (2019) defined culture as representative of an organization's DNA in the standards and values it upholds and demonstrates. Krupskyi and Kuzmytska (2020) described organizational culture as key to success and essential for innovation and survival, creating a competitive advantage. Effective organizational culture generates employee commitment, influencing productivity, reinforcing knowledge management, and increasing communication. According to Mohammadi (2020), an effective culture outlines the organization's expectations, mission, and values, guiding the policies and beliefs of the company and staff. An effective culture contributes to high-performance, increased employee and stakeholder engagement, and higher productivity. Lee (2020) claimed that an organizational leader's societal commitment instead of policies and norms they must follow influences organizational culture.

Healthcare organizations must support a culture that can nurture and strengthen the company's competitiveness by encouraging ethical practices while contributing to their communities (Lee, 2020). The type of culture a non-profit enacts is vital to the success and survivability of the organization. Lee introduced the ambidextrous organizational culture (AOC) concept, characterized by its adeptness in being explorative and exploitative. In organizational activities, exploitation aligns with a company's efficiency, while exploration encourages learning and innovation, leading to greater returns. Langer and LeRoux (2017) supported the concept of organizational effectiveness as a byproduct of organizational culture, particularly dynamic and innovative cultures. In today's current environment, non-profits must adapt, remain competitive,

innovative, and strategic for survivability. Therefore, the type of culture a non-profit enacts is vital to the success and survivability of the organization.

Organizational values influence the effectiveness of corporate governance. Likewise, a strong corporate culture drives accountability, trust, enduring values, and best business practices (Fotaki et al., 2020). Often, corporate values promote a culture that fosters strong corporate governance. In many instances, when making decisions, individuals may turn to ethical values during times of ambiguity in search of proper solutions. According to Horvath et al. (2018), a company's leadership and culture are key components of sustainability and survivability. When culture empowers its employees, it expands their capabilities and ability for optimal performance, particularly through relevant training and effective communication. An influential leader in organizational culture seizes opportunities when facing crises and actively responds to challenges instead of succumbing to them, leading to greater productivity and potential profitability.

Pandita and Ray (2018) claimed that an organization's culture distinguishes the management of human capital. The management of human capital is fundamental to corporate sustainability, while inadequate human management impedes the company's growth and strategic mission. Therefore, inimitable human assets generate transformational value and competitive advantage, when leveraged and exploited appropriately. Likewise, Lavy and Littman-Ovadia (2017) discussed that positive work engagement may increase employee job satisfaction, self-fulfillment, and productivity when leaders recognize and appreciate and when employee skills are continuously developed. These character strengths can increase coping skill levels found beneficial during challenging situations. Moreover, effective coping behaviors encourage adaptability, a crucial trait for managing during vague and ever-changing business

environments. Nevertheless, effective organizational leaders must be unwavering, unified, and remain consistent in their values and actions when displaying these behaviors (Mohammadi, 2020).

Effective coping behaviors can increase a company's agility, a learned process that must develop (Loureiro et al., 2019). Agility is a company's quick response to unpredictable changes within a business's internal or external environment. Agility confirms proactive detection and awareness of opportunities, imperative to organizational success (Harsch & Festing, 2020). When influenced by dynamic capabilities, agility can encourage the structural characteristics required during taxing and changing times, thereby supporting companies in overcoming challenges successfully. Horvath et al. (2018) stated that prompt responsiveness and awareness help create resilience and competitive advantages, attributes of a company's agility.

A mature and strong organizational culture displays agility when coping in ambiguous organizational and financial situations. Therefore, an organization's agile culture may become the most influential and vital characteristics of a company. Baird et al. (2018) suggested that organizational culture may associate with innovation and environmental activity management (EAM). EAM contributes to overall costs, resource allocation, capital investments, product and process design, waste management, and more. Baird et al. (2018) proposed the Denison organizational culture model, an organizational tool consisting of four elements, for improving or changing organizational culture and its effect on productivity. The four elements involve mission, engagement, compatibility, and flexibility. Mohammadi (2020) posited that commitment to the organization's goals and mission help produce a strong culture, resulting in effective engagement and empowerment of personnel. Therefore, an organization's mission must

be clear and consistent with goals that are strategically flexible, promoting stakeholder participation.

Strong stakeholder relationships are significant for organizational and financial performance success in the non-profit industry. Moldavanova and Wright (2020) discussed the importance of capitalizing on proactive responsiveness and exploitation of opportunities as indispensable attributes, particularly during challenging environments. Further, a non-profit's sustainability may depend on internal factors, involving organizational resources, operational capacity, and leadership. External factors involve external relationships with stakeholders and coping during demanding environmental factors.

Strategic Change Management Leads to Long-term Organizational Success

Changing an organization's culture may prove necessary for the successful implementation of future on-going changes. AlManei et al. (2018) described change management as the recognized transitioning of individuals and organizations from the present to the future through effective guidance and management. AlManei et al. added that change may classify as the continuous renewal of an organization's capabilities required to operate, perform, and align with the external environment, while remaining competitive. Castillo et al. (2018) explained effective organizational change as aiding and improving the adaptation of environmental or corporate mission changes. In many instances, employees can experience positive and negative emotions, potentially undermining the change process and if not handled quickly and appropriately, leads to emotional chaos, uncertainty, and insecurity, followed by resistance. Nevertheless, a strong culture where trust is active may help diminish resistance. However, Vito and Sethi (2020) asserted that adequate training is lacking in the human services industry. Vito and Sethi claimed that successful implementation of change requires leaders to

effectively manage the implementation and communication of their vision for the new model of change. Employee participation and commitment are also required for reducing resistance throughout the change process (AlManei et al., 2018; Burgelman et al., 2018; Vito & Sethi, 2020).

Recommendations For Change. Organizational change advances corporate sustainability by promoting and pursuing economic, environmental, and social interests, through its multifaceted thinking and actions (Thakhathi et al., 2019). AlManei et al. (2018) recommended the rational model of change involving a logical process for small scale changes, as presented by Lewin's (1951) model of unfreezing, changing, and re-freezing. Incorporating Kotter's (1996) leadership process change theory involving social process changes may also prove beneficial. Kotter's change theory contains eight steps that include, creating urgency, forming alliances, creating a vision, communicating the vision, empowerment, quick wins, building change, and solidifying the change.

Although Thakhathi et al.'s (2019) research reflected more on environmental sustainability, the nexus of their research is easily applicable to organizational sustainability. Environmental and organizational sustainability require flexibility and adaptable organizational change. According to Hechanova et al. (2018), a firm grasp on change management is beneficial for enacting necessary changes within an organization, reinforcing Lewin's change model concept of unfreezing, changing, and refreezing. Lewin's model includes an effective method of coping with internal and external changing environments, since most, if not all changes require a buy-in. Therefore, effective, and competent leadership represent a vital role in change management. Influential strategies promoting change and adopted from Lewin's refreezing stage include (a) active participation; (b) persuasive communication; (c) management of information

(internal/external); (d) HRM practices; (e) diffusion practices; (f) rites and ceremonies; and (8) formalization activities (Hechanova et al., 2018; Thakhathi et al., 2019).

Lewin's change management framework and Kotter's change theory apply to FQHCs' strategic planning for customizing processes and procedures, in delivering better patient care, and creating value-added services based upon patients' needs. Hechanova et al. (2018) explained that competence in character, strategy, application, social ability, and resiliency may be the most practical competencies any leader can own, creating a foundational mechanism for changing environments. Burgelman et al. (2018) posited that strategic change management leads to long-term organizational success when focused on strategy practices and processes and is exemplified within an organization's culture, operating procedures, and routines. However, quality strategies must also include middle managers and other relevant stakeholders essential in change and implementation buy-in.

Consequences of Not Adapting to Change. Ates et al. (2020) claimed that failure in strategy implementation may be because of the lack of commitment and buy-in from middle and lower management. Shulga (2021) indicated that uncertainty, expected outcomes, lack of buy-in, and employee resistance to change, may cause 70% of change implementations to fail.

Therefore, communication and engagement become critical in factoring total buy-in from all stakeholders. Nejatian et al. (2019) cautioned that successful organizations may experience inertia resulting from meeting their strategic goals repeatedly. Instead of changing their strategic model, they continue to implement the same plan without reevaluating a more challenging direction that may prove more beneficial and provide added growth for the company.

Supporting Change. Supporting change requires an awareness and understanding of how others may react to their environment. Therefore, coping strategies are critical for reaching

organizational change management success. Castillo et al. (2018) suggested Kübler-Ross's (1973) five stages of grief model to demonstrate the stages staff may experience during organizational change. Without applicable communication and engagement, staff may experience stages of (a) denial, the inability to accept change; (b) anger, resentment at having to deal with change; (c) bargaining, and acting in a survival mode while making promises for attaining set goals. In addition, communication and engagement may include depression, feelings of sorrow and or hopelessness; and acceptance, the ability to adapt to the change, as the outcome. According to van der Voet and Vermeeren (2017), leaders must prioritize the well-being of employees. Priority reduces ambiguity and re-establishes the visionary outlook during change and/or during a crisis. Employers must involve their staff in organizational change implementation because staff react to the management and implementation of change. Coutts (2021) added that culture contributes to change management, stating that successful change cannot occur without implementation.

Tools for Supporting Change. Tools readily available for supporting change are just as important as knowing how to cope with them. Hung et al. (2018) posited that appreciative inquiry (AI) offers an optimistic view of future opportunities and discoveries, supporting change and transforming teams into sharing a common vision through their positive practices. According to Zarestky and Cole (2017), appreciative inquiry emphasizes collaboration and inclusiveness in reaching organizational goals, focusing on positivity. Therefore, SOAR, a value-driven framework identifying strengths, opportunities, aspirations, and results is preferred over SWOT (Zarestky & Cole, 2017). The SOAR model focuses on aspirations and results, promoting positivity and aligning with appreciative inquiry. Bell and Rochford (2016) described SWOT's original as a tool to develop practical strategies through the inter and intra-relationships and

interactions of external and internal dynamics within organizations. SWOT's employment is integrative in aligning internal capabilities with external environmental factors, as defined by Mintzberg (2004). However, SWOT may no longer be a possible alternative for providing insight into a company's internal and external relationships that may be seen as a checklist tool, instead. Albeit Bell and Rochford (2016) proposed a revitalization of SWOT by extracting upon the development and progress of Porter's five forces concept, resource-based value (RBV), and political, economic, social, and technological (PEST) analysis models. Therefore, the teachings of Porter's five forces combined with RBV and PEST analysis should be a precursor to SWOT for optimal utilization and understanding of this model.

Cole et al. (2018) explained that non-profit organizational leaders may find the SOAR model in better alignment with their company's mission and vision and more suitable within their value-added services and products, as opposed to the SWOT framework. The SOAR framework emphasizes collaborative teamwork and emotional intelligence, necessary concepts for innovativeness and creativity in strategic planning and organizational change.

Xiu et al. (2017) discussed that dynamic environments require strategic flexibility and leadership that fully endorse applicable operational policies and procedures, supporting flexibility and innovation. Strategic flexibility is the competence of a company's swift response to its changing environment, capitalizing on competitive advantage. Strategic flexibility is affected by how fixed minded leadership is committed to past strategy and status quo. Xiu et al. (2017) indicated that the development of corporate social values, motivation, vision, and mission encourage and improve strategic flexibility. Employee performance and productivity increase when combined with human resource management practices, building, and solidifying an organization's dynamic competencies. Nejatian et al. (2019) suggested that strategic agility, is

the ability to remain competitive while adapting to changing environments, promotes greater organizational fluidity and sustainability through organizational capabilities and strategic awareness. Strategic agility must become an essential ingredient in an organization's strategic plan for achieving and maintaining a competitive advantage.

Dynamic Capabilities Framework Produces Resilient Organizational Development

The biggest contributor to quality strategy comes from the Chief Executive Officer (CEO) and other executives, whose culture-setting and dynamic capabilities take precedence in overall quality strategies (Burgelman et al., 2018; Hechanova et al., 2018; Krupskyi & Kuzmytska, 2020; Lavy & Littman-Ovadia, 2017; Teece & Leih, 2016). Teece and Leih (2016) introduced dynamic capabilities as a framework that enables leaders to combine, develop, and realign or redesign, their external and internal resources to concentrate on and influence fast-paced business environments. Furnival et al. (2019) suggested that utilizing Teece's dynamic capabilities of "detecting, seizing, and reconfiguring" (p. 7), is of profound value when focusing on most aspects of business models and management, and applicable across multiple improvement competencies and strategies.

Loureiro et al. (2019) indicated that when dynamic capabilities back strategic decisions, decisions are predicated upon the transformation and reconfiguration of resources, knowledge, and experience, creating unique capacities and vast advantages. However, uncertainty can be the most challenging phases to manage, requiring competent leadership to mitigate insecurity with resilience, instead of inaction. Nevertheless, a dynamic capabilities framework can provide indispensable guidance when creating and implementing strategic management plans during challenging circumstances (Teece & Leih, 2016).

Dynamic Capabilities in Healthcare. A dynamic capabilities framework promotes fluidity and opportunities when aligned with the organization's mission (Agwunobi & Osborne, 2016; Teece & Leih, 2016). Agwunobi and Osborne, 2016; Teech and Leigh, 2016 added that a dynamic capabilities framework is of strategic relevance in the healthcare industry, particularly in hospitals. Dynamic capabilities can mitigate losses and increase profitability and productivity, providing effective responses during internal and external environmental crises that result in resilient organizations (Tseng, 2016). In ever-changing and complex healthcare environments, dynamic capabilities can be the most critical competitive advantage that helps create an approach to external ideas from multiple industries, creating new lessons (Agwunobi & Osborne, 2016; Linden et al., 2019). Wu et al. (2021) discussed that healthcare organizations must explore and improve their dynamic capability competencies for keeping up with fast-paced industry changes, particularly within their supply chain. Mandal (2018) supported the expansion of dynamic competences within the healthcare system and endorses agility as a capability that can enable speedier healthcare services and supply change improvement. However, Mu et al. (2019) proposed the integration of service-dominant views with those of dynamic capabilities, to increase a company's competitive advantage. Mu et al. (2019) suggested that increasing value-added services in healthcare begins with service innovation, followed by the exploitation of innovative opportunities, and ends with the transformation of competencies that reinforce dynamic capabilities.

Dynamic capabilities are the exploitation of internal and external interdisciplinary knowledge leveraged with multidisciplinary alliances (Agwunobi & Osborne, 2016; Loureiro et al., 2019; Teece & Leih, 2016). Erickson and Rothberg (2017) affirmed that the use of intangible assets comprising of tacit and explicit knowledge, information and data, and intuition or insight,

can become part of dynamic capabilities when used appropriately. For example, the application of knowledge management within the healthcare industry can create care teams that espouse better patient care and lower overall costs. Care teams begin with two or three internal staff assigned to a clinician and extends to outside specialty referral clinicians, as needed (Agwunobi & Osborne, 2016). Health centers, such as FQHC's, promote quality service to patients, stakeholders, and employees alike that can only be acquired through competent knowledge of integrated strategies, individuals, and processes, since competencies are contingent upon a company's dynamic capabilities (Tseng, 2016).

Evans et al. (2017) asserted that the integration of knowledge leads to better practice and implementation of strategic changes for improved care. Healthcare organizations can create synergistic performances that profit from the understanding, integration, and facilitation of dynamic capabilities, intellectual capital, and core competencies. However, company leaders may often lack awareness in the application of their core competencies, organizational knowledge, and dynamic capabilities. Therefore, the effective use of management and dynamic capabilities support a stronger organization that can withstand complex environments, potentially creating competitive advantages (Erickson & Rothberg, 2017; Evans et al., 2017). Leveraging the management of knowledge and intellectual capital can further improve an organization's capacity and performance. According to Torres et al. (2018), intellectual capital (IC) and knowledge management (KM) includes added value, leading to organizational sustainability and competitive advantage (CA). Knowledge management and intellectual capital competencies can be great values during changing environments. These competencies enhance coping mechanisms, contributing to greater organizational agility, flexibility, and stability.

Knowledge Management. Loureiro et al. (2019) advocated that the knowledge of leaders is an essential part of strategy Qasrawi et al. (2017) affirmed that the combination of knowledge management and total quality management (TQM) can improve operational and financial performance through the rationalization of key decisions and processes. Loureiro et al. (2019) indicated that dynamic learning capabilities (DLC) can represent the most essential and influential organizational framework, affecting and sustaining a competitive advantage. TQM practices represent the organizational commitment and engagement of employees' emphasis in customer service, resource and continuous improvement management, development of a quality and efficiency culture, and overall competitiveness, whereas knowledge management assists in decision making. Knowledge management can maximize the success of quality efforts when leaders share new knowledge to continuously improve products and services (Qasrawi et al., 2017). According to Felipe et al. (2017), dynamic management capabilities may help improve organizational agility, promoting greater flexibility, adaptability, and innovativeness, key elements in a company's long-term success. Knowledge management helps increase dynamic capabilities that generate better prepared organizations and best practices. Since dynamic environments require flexibility, particularly within the healthcare industry, knowledge management can be influential to an organization's dynamic competitiveness (Felipe et al., 2017).

Developing Dynamic Capabilities. The development of dynamic capabilities requires organizational leaders to modify resources, change competencies, and create change in the external environment (Fainshmidt et al., 2019; Teece & Leih, 2016). More discern in rapidly changing environments exist because the contribution and value of dynamic capabilities toward organizational performance (Fainshmidt et al., 2019), agility and ambidexterity are important

features that must develop. Leaders in agile organizations are capable of seizing business opportunities promptly boosting organizational performance. IT capabilities also contribute significantly to elevated levels of agility. Relationships among IT, including customers, operations, and partnerships or alliances, help create value-added services and products (Felipe et al., 2017). Likewise, Herzallah et al. (2017) encouraged ambidexterity as a method in which organizational leaders can practice exploitation and exploration concurrently. Exploration is found in the venturesome, innovativeness, and flexibility of a company, while exploitation is the improved expansion of the firm's existing competencies. An ambidextrous organization is highly effective during internal or external fast-changing environments. When combined with quality management, ambidexterity can include the differentiation vital for the successful implementation of strategic plans that leads to a competitive advantage.

A learning organization begins with a solid organizational structure that generates resilience and enhanced performance, over time. Senge (1997), claimed that reluctance to learn poses a threat to a company's success, particularly in ever-changing environments. Senge added that adaptive learning (learning from experience) and generative learning (learning to improve creative capacity) should combine for the organization's survival. Senge introduced five core disciplines that include, systems thinking, personal mastery, mental models, shared vision, and team learning. Self-actualization combined with collaboration produce innovative ideas that enhance learning capacity. Proactive thinking is more essential than emotional thinking (Senge, 1997). Likewise, Reese (2020) supported self-actualization (personal discovery and growth) as a key concept. Harsch and Festing (2020) promoted the development of essential human resource concept, contributing to the creation of talent management. The management of human assets is

a sought-after characteristic and part of an organizational leader's dynamic capabilities that fosters agility and employee retention.

Viewing skills and practices is dependent upon a company's innovative process progression rather than static components, are essential for effective strategic management. Fink et al. (2017) suggested that great strategies, like great recipes, are dependent upon prioritization of the right ingredients or components added to the mix, at the precise time. Frank et al. proposed six ingredients necessary for great strategies consisting of (a) luck; (b) foresight; (c) capabilities; (d) design; (e) innovation; and (f) agility. This six-ingredient recipe is also known as the wheel of fortune of strategy. Remaining strategically viable requires organizations to calculate the usefulness of their ingredients throughout each stage, potentially creating a dynamic recipe. However, a current component's usefulness at any time is not an indicator of its future efficacy (Fink et al., 2017).

Theories

Mintzberg Theory of Management

Mintzberg's (2004) theory of management proposes that management practice (action) is just as vital as theoretical knowledge (theory). Mintzberg suggested that structure may be necessary during dynamic and complex environments, consenting to flexible management's creation of added value within their organization (Parikh, 2016). Arman et al. (2009) posited that the type and structure of an organization affect a manager's workflow when applying Mintzberg's theory on managerial structure. Effective time management and work culture contribute to increased efficiency among health care managers. However, a manager's work may often be interrupted while trying to solve fast-paced tasks and problems. Therefore, organizations

that provide and support managers with discretionary time management may display increased productivity and performance (Arman et al., 2009).

According to Banzato and Sierra (2016), Mintzberg (2009) categorized managerial roles as decisional, interpersonal, and informational. From Mintzberg's managerial roles to Fayol's, consisting of "planning, organization, coordination, command, and control" (Banzato & Sierra, 2016, p. 2), executives' skill and knowledge, in above-mentioned roles are instrumental to organizational performance. Therefore, executives could exercise endless possibilities for the creation of best strategies in ambiguous situations, as proven in Mintzberg's management theory (2004) and Fink et. al.'s (2017) wheel of fortune concept.

Definition of a Manager. Mintzberg's (2004) definition of a manager is a person who leads while assuming responsibility for various other roles (Bartelings et al., 2017). Aside from working with peers, managers must display effective conflict resolution, information processing, efficient resource allocation, keen decision-making skills, and an entrepreneurial and self-reflective spirit. These skills may appear in Mintzberg's (2009) ten roles within three categories, comprising of decisional, interpersonal, and informational roles of management. In the decisional role, the manager makes strategic decisions for the betterment of the company. In the interpersonal role, the manager acquires and leverages solid stakeholder relationships in pursuit of reaching the company's goals and or mission. The informational role may be the most important role, as information is assimilated by the manager and disseminated to the rest of the organization (Bartelings et al., 2017).

Aside from the ten managerial roles, Bartelings et al. (2017) introduced orchestrational work as the potential eleventh role to Mintzberg's managerial roles. Orchestrational work is the orchestration of innovation and value chain networks with cooperation and innovation being

foremost followed by the sustainment of each stakeholder's interest within the collaborative network. Leaders can view orchestrational work as the fine-tuning of collaborative activities for delivering tangible results when focusing within the organization. The value of orchestrational work can occur in the shared knowledge, resources, and skillsets of each collaborative network.

Despite the many contributions by Mintzberg, some of his theories caused controversy. Mintzberg's verbalization of business schools' deficiency in presenting real world problems to students in management fields in 2004 continue to resonate widely (Minocha et al., 2017). Mintzberg (2004) insisted that schools should promote practicing business managers in the classrooms instead of practicing theory only. These discussions examined and reviewed current and real-life issues for greater comprehension of internal and external environmental dynamics and the role(s) managers assume in actual situations within their organizations. Mintzberg suggested that educators should prepare graduates for real-world situations and ambiguous experiences. Otherwise, the lack of managerial experience and inadequate understanding of strategic planning during uncertainty pose a threat to companies in all industries (Minocha et al., 2017; Mintzberg, 2004).

Corporate Vision. Mintzberg's management policy consists of strategy formulation followed by the generation of strategic decisions, and its implementation (Mintzberg, 2009) must first begin with the company's vision and mission. A company's strategic plan must include the vision for creating effective planning and successful implementation (Burgelman et al., 2018; Mintzberg, 2009). Lewis and Clark (2020) posited that vision may potentially be the most influential tools leaders possess in all organizational hierarchies, including within sub-organizational levels. Sub-organizational levels are levels right beneath the most senior executive. Organizational vision helps bring to life the company's strategies, values, beliefs, and

mission. However, Lewis and Clark (2020) stated that solid goals are more suitable for vertical hierarchies, instead of intangible visions.

Strategic Thinking. Hernández-Betancur et al. (2020) supported Mintzberg's theory on strategy as actionable decisions predicated upon commitment. Leaders perceive employee commitment as the most challenging stage within an organization during the strategy's implementation phase. Therefore, employee commitment is vital to the success of the company and its projects (Ayoubi et al., 2018). Actionable decisions emanate from dynamic responses to important strategic patterns of decisions within environmental factors. Mintzberg (2004) explained that diagnosing unknown situations may be the most important phase of strategic decision-making, and the application of emergent and deliberate strategies allow for the planned and gradual construction of strategies as unforeseen situations arise. Strategic decision-making flow from the planned and unplanned decisions, leading to strategy formulation and implementation through a learning process (Mintzberg, 1977). Strategic patterns and processes are central in the effective formulation and implementation of strategic planning and practice. Mental models are also essential concepts in strategic management practice (Mintzberg, 2004; Senge, 1997). Mintzberg, (2004) and Senge, (1997) indicated that theory and practice, the formation of goals and strategies, the distribution of delegation, and the ability to enact quality change, will help produce quality practices. Hernández-Betancur et al. (2020) proposed the tree of science concept, suggesting that strategies may be (a) planned and carried out (deliberate); (b) planned although not executed; and (c) unplanned yet performed (emergent).

Strategic organizations must also develop into learning organizations. Learning organizations promote adaptability, responsiveness, and innovative solutions in turbulent and fast-changing environments (Bolisani & Bratianu, 2017; Senge, 1997). In unstructured decision

processes (UDP), managers utilize tacit knowledge to generating new outcomes beneficial for optimal strategic decision-making (Lucena & Popadiuk, 2019; Mintzberg, 2004). Tacit knowledge is described as intuition or discernment utilized during times of uncertainty or emerging environments. Executive's use of tacit knowledge that may derive from unknown sources but seem to become relevant during the strategic decision process. In first-time situations, tacit knowledge may have no prior or similar history from which to draw. Bolisani and Bratianu (2017) indicated that knowledge strategy is a critical component worthy of consideration in strategic planning. Integrating strategic thinking and knowledge strategy develops a competitive advantage that can differentiate between high-performing and under-performing companies. Knowledge strategy defines and supports known and unknown knowledge and is an essential part for the best integration of appropriate strategic planning.

Strategic Planning. Strategy is the development of several viewpoints and attitudes synchronized with many forms of strategic disciplines (Ayoubi et al., 2018; Mintzberg, 1977). Optimal strategic planning and management may emerge when active collaboration among all stakeholders exist. Therefore, effective management is pivotal in producing effective strategic planning, implementation, and organizational success approaches. The definition of strategic management is managing the differences that distinguish a company from their competitors. Researchers describe strategy in numerous ways over the years (Ayoubi et al., 2018). Wolf and Floyd (2017) discussed strategic planning's importance to strategy development and organizational performance. Strategic planning encompasses a methodical and organized style to strategy development (design, execution, and management) for influencing the direction of an organization's, through the coordination and integration of emergent and deliberate strategic decisions.

Figure 3 below reveals how servant leadership theory supports effective organizational culture and positivity. This theory aligns mostly with non-profit companies, such as FQHCs known for contributing to society.

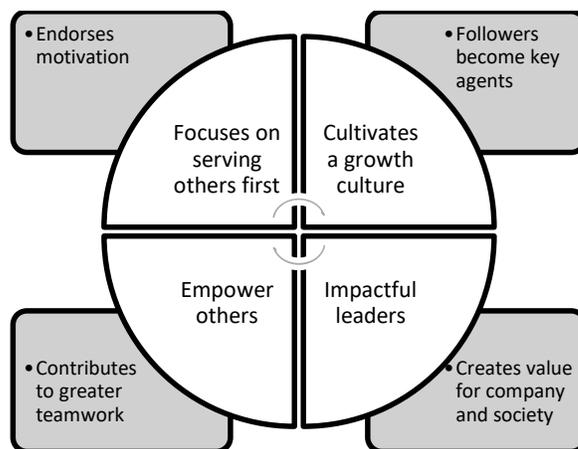


Figure 3. Servant Leadership Theory Promotes Organizational Culture Effectiveness.

Servant Leadership Theory

Servant leadership creates value for society. According to Greenleaf (1977), People create human organizations to serve. Servant Leadership Theory focuses on placing the need of others first by serving those being led, ensuring their growth, and making a positive contribution in their lives (Anderson & Sun, 2017). Servant leadership attributes include a calling to an individual's work, exhibit strong mental awareness, display courage, demonstrate accountability, ethics, morality, present a forgiving and humble nature, provide emotional healing, are engaging, and authentic. In cultivating a growth culture, servant leadership contributes to greater teamwork, higher productivity, and long-term organizational success. A culture of growth includes empowerment and impactful societal and community value that is expressly relevant in the non-profit sector (E. Gamble et al.; Liu, 2019). According to Otero-Neira et al. (2016), servant leaders focus on people. Servant leaders encourage employee followers to develop a servant attitude, thereby enhancing organizational performance. Positive servant attitude

characteristics are necessary in demanding and uncertain times. When positivity is present during tumultuous times, followers begin showing coping mechanisms that assist in making constructive recommendations that further the organization's mission (Otero-Neira et al., 2016).

Leadership style impacts followers' commitment and dedication to their job duties and company. Therefore, leadership style is vital to the effective management of successful organizations (Otero-Neira et al., 2016). Effective leadership style and practice may also result in influential behaviors and enhanced conflict handling methods, promoting improved organizational performance (Curtis, 2020; Greenleaf, 1977). Since pressure exist in the health care industry to lower costs in ever-changing and high-cost environments, lean leadership and servant leadership may be the most appropriate for improving organizational performance (Aij & Rapsaniotis, 2017). Aij and Rapsaniotis added that a lean philosophy reflects added value for the customer through process improvement and waste elimination, while Greenleaf's theory on servant leadership predicated on organizational sustainability through the servant leader's commitment of serving others, generating the finest in their followers.

In comparing transformational and servant leadership theories, Andersen (2018) indicated that transformational leadership focuses on the objectives of the organization while servant leadership reflects on the individuals (followers). Servant leaders exhibit a sense of genuineness and humility, unlike transformational leaders that inspire and motivate followers to greater performance for the company's good. Irving and Berndt (2017) supported servant leadership theory, indicating that as followers are served by their leaders, their action initiates followers in becoming key agents for meeting the organization's goals. Through motivation servant leaders promotes intrinsic drive in their followers. Motivation and intrinsic drive can be indispensable attributes during challenging times.

Otero-Neira et al. (2016) suggested that servant leadership raise perceptions of organizational support (POS) encouraging reciprocity. Organizational identification (OID) is another characteristic of servant leadership that defines employees to their organization, endorsing positivity throughout the company. Williams et al. (2017) discussed that servant leadership style elevates intrinsic motivation, producing creativity, innovation, job development, and autonomy. Likewise, Elche et al. (2020) posited that organizational citizenship behavior (OCB) directly results from servant leadership. OCB produces increased effectiveness and social interactions at the individual and organizational levels. A servant leader's empathy contributes to greater levels of intrinsic value. Otto et al.'s (2021) research on leaders' perfectionism and leadership type, depict servant leadership as people centered. Servant leaders focus on their followers, displaying confidence in the follower's capabilities and providing the appropriate autonomy and encouragement. Otto et al. (2021) discussed eight attributes of servant leadership consisting of (a) empowerment; (b) standing back; (c) accountability; (d) forgiveness; (e) courage; (f) authenticity; (g) humility; and (h) stewardship. Servant leaders can enhance their follower's performance thereby expanding creativity and adaptability, increasing value-added organizational resources because of enduring social relationships (Aij & Rapsaniotis, 2017; Curtis, 2020; Elche et al., 2020; Greenleaf, 1977; Irving & Berndt, 2017; Otto et al., 2021).

Constructs

Strategic Leadership Construct

Strategic-minded leaders are vital to a company's success. Every industry requires competent leaders for transformational change. Strategic leadership within the healthcare system must take into consideration the dynamics of patient-centeredness, quality care, and cost, while navigating through complex environments (Anderson et al., 2020). Jones (2019) suggested that

in dynamic practices, transformative experiences are instrumental in transforming themselves and others. Anderson et al. (2020) indicated that creating and improving healthier lifestyles is challenging in the healthcare system. The components required in strategic leaders include (a) incorporating other's needs; (b) encouraging critical thinking; (c) inspiring and communicative; and (d) building character and professionalism (Anderson et al., 2020).

Strategic leadership comprise of individuals with varying competencies that shape and change the company's direction by realigning as needed. Ma and Seidl (2018) explained that CEOs are usually responsible for establishing the strategic leadership team. Strategic leadership advances and shapes organizational culture effectiveness and contributes to the efficient responsiveness of a company. Strategic leadership exemplifies leadership practices that foster authentic relationships, instilling motivation, encouraging improvement, and integrating change, particularly during a crisis (Farhan, 2021). When linked with strategic leadership, strategic organizational choices significantly contribute to a company's high performance, persistence, agility, and success. However, there may be times when tough decisions are decided upon the employment of behavioral factors rather than calculated. Nevertheless, these factors require strong and strategic leadership, influencing processes, structure, and composition of the leaders' decisions (Banzato & Sierra, 2016).

According to Kowo and Akinbola (2019), strategic leadership facilitates motivation and influential behaviors that enable individuals to strive for optimum efficiency, performing at the highest levels. Strategic leadership includes the active choices of systematically and strategically leading and transforming an organization into accomplishing their strategic goals. Mahdi et al. (2021) indicated that during dynamic environments the proficiency to forecast successfully is at the heart of strategic leadership. Insightful forecasting may also lead to responsive strategic

change. However, strategic leaders must have the necessary competencies and resources for enabling strategic competitive advantages. Implementing effective strategic leadership practices is incumbent upon the exploitation of a company's core competencies, including their external and internal resources that advance competitive advantage situations (Mahdi et al., 2021; Teece & Leih, 2016).

Madden et al. (2019) proposed that strategic learning integrates reflection and evaluation for strategic decision-making and continuous improvement. Many non-profit leaders struggle with establishing functioning systems that help nurture, seize, and applying these methods. A disconnect may exist in the benefits of learning and reflection among non-profits, mostly if limitation exist to necessary tools (Madden et al., 2019). Asif (2020) explained that exploitative (utilizing known knowledge) and explorative (obtaining outside knowledge) learning must integrate into strategic leadership for creating value from current resources and for gaining knowledge to manage and cope with future challenges. Moreover, strategic leadership may become a precursor to organizational learning requiring ambidexterity to maximize exploitative and explorative learning fully.

Intrinsic Motivation Construct

Strategic planning and implementation are contingent upon the internal and external motivation within organizations. Al Harbi et al. (2019) discussed that intrinsic motivation is the inspiration that attracts employees to complete a task without an expected outcome. Intrinsic motivation encourages perseverance and flexibility, critical attributes in dynamic environments. Intrinsic motivation fosters creativity, promoting continuous improvement. Additionally, Jensen and Bro (2018) proposed that public service motivation (PSM) combined with transformational and self-determination theories, encourage the highest forms of intrinsic value. PSM predicates

on an individual's contribution of service based upon social good. At the same time, transformational leadership promotes intrinsic motivation by inspiring individuals into fulfilling the company's mission through reminders about the organization's values and future direction. Al Harbi et al. (2019) discussed that self-determination theory is the fulfillment of an individual's sense of needs satisfaction for independence, ability, and understanding.

Mikkelsen et al. (2017) supported self-determination theory as a soft action for elevating intrinsic motivation in employees. Soft actions reinforce an employee's need for trust, competence, and autonomy in their actions. Therefore, as employees perceive their needs being met, soft actions increase intrinsic motivation and produces greater job satisfaction. Jensen and Bro (2018) asserted that intrinsic motivation is essential to any company, particularly within the non-profit industry. Intrinsic motivation can increase job satisfaction and job performance when aligned with the company's mission and vision. Woolley and Fishbach (2018) suggested that intrinsic motivation increases immediately when instantly rewarded. Strengthening the association between the activity and goal elevates intrinsic motivation. Al Harbi et al. (2019) indicated that leadership is a key contributor and strategic factor in influencing an individual's viewpoint towards organizational goals. Transformational leaders cultivate the necessary creativity, innovativeness, intrinsic motivation, and self-confidence required in personal development among employees. Therefore, empowerment, perceived support, and intrinsic motivation are significant sources of creativity in staff.

Strategic Alliances Construct

Panico (2017) defined strategic alliances as partnerships among companies with the mutual intent of leaders sharing competencies and resources. The exploitation of strategic alliances produces synergistic benefits for creating added-value, expansion of resources,

capabilities, and competitive advantages. The engagement and strategic interactions require both cooperation and mutual interdependence based on trust over time. Coupet et al. (2020) emphasized the benefit of social value from strategic alliances arising from public and non-profit entities. Non-profits strategically seek alliances that provide crucial resources and knowledge sharing for value creation, while public companies can meet social values within their strategic plan creating a competitive advantage.

According to Cabral et al. (2020), long-term partnerships and alliances contribute to the overall success of an organization. Collaborative support is necessary for sustaining optimal performance and competitive advantage, particularly in the non-profit industry that require the aid of external donors and contributors. When leveraged appropriately, internal, and external alliances can provide the necessary resources and opportunities to industries that adequately manage and exploit their use. Faulk and Stewart (2017) stated that short-term and long-term strategic initiatives contribute to fulfilling a company's mission and desired goals. A well-built capacity building program can aid in improving organizational effectiveness, affecting the importance of internal and external support to non-profits.

Strategic alliances are central to non-profit success, resulting in healthy communities' dependence upon successful cross-sector collaboration (Feilhauer & Hahn, 2021; Intindola et al., 2016). When avoiding competition, collaboration provides additional resources that promote cost-effectiveness and service quality improvement. Collaborative decisions are subject to mutual respect and strong leadership leading to accountability, higher performance, and social value. Talavera (2020) affirmed that strategic alliances between for-profit and non-profit entities may create economic and social value and competitive advantage when entities share common goals and values, specifically when each entity shares its strength to unite for the common good.

For example, the collaboration and shared cooperation of a for-profit and non-profit company uniting to bring much needed and nutritious supplements to children and families in rural Bangladesh living in economic disparity. Both companies fulfilled their mission and goals constructing socially added value to their communities resulting from their formed alliance.

Talavera (2020) encouraged non-profits to enter partnerships and affiliations, collaborating to create greater socially value-added services and products to much-needed patient/customer populations. Al-Tabbaa et al. (2019) described the management of external collaborations as necessary alliance management capabilities (AMC). Cross-sector collaboration is essential in environmentally complex conditions because the formation of strategic alliances can create unique capabilities that lead to solving many societal issues. Cabral et al. (2019) stated that the effective use of capabilities and resources creates value. However, some managers may have difficulty managing their resources effectively. Nevertheless, value creation cannot take place without collaboration among managers looking to add greater social worth. Silvestri and Veltri (2017) posited that the growth of strategic alliances over the past couple of decades increased significantly. Some alliances involve beneficial informal agreements or formal contracts. For-profits and non-profits collaborating can create greater societal value, as indicated in the company's strategic plan. Intindola et al. (2016) maintained that cross-sector collaboration advances improvements to better serve community needs, when mutually agreed upon. Therefore, alliances are essential in every industry, especially for non-profit companies, such as FQHCs.

Related Studies

Revenue Sources and Financial Stability

According to Denison et al. (2019), the balancing of revenue growth and financial stability is mandatory and challenging for many non-profit organizations. Maintaining sufficient financial resources may require an entrepreneurial spirit for the application and management of several revenue sources. Revenue sources from government funding may be a more stable and predictable source of funding. However, the funding may leave organizations too dependent upon sources (Denison et al., 2019). Hung et al. (2018) stressed that diversifying revenue streams, or revenue optimization, is an ideal strategy that non-profit healthcare organizations may consider for financial flexibility and sustainability.

Even though non-profits are contingent upon their mission, Von Schnurbein and Fritz (2017) posited that a non-profit's fiscal management often face challenges when it comes to revenue streams and cash flow. According to the resource dependency theory, a company's survival is dependent upon the allocation and management of needed resources. Therefore, revenue diversification may be the optimal strategy for certain periods of growth. However, the competitive advantage theory maintains that a company's survival is dependent upon the creation of a surplus, utilizing competitive advantage. Regardless of the strategy applied, strategic financial health must include capacity and financial stability for an organization's effectiveness and survivability (von Schnurbein & Fritz, 2017).

Qu (2019) maintained that uncertainty in revenue sources justifies revenue diversification as a component financial strategy for non-profits. Diversified revenue reduces single revenue dependence, providing organizational autonomy and increasing community recognition. For example, an unexpected government shutdown is an uncertainty affecting grant revenue and decreasing cash flow. Therefore, non-profit leaders must determine the appropriate revenue mix to adequately sustain their mission. Qu added that revenue concentration is beneficial in certain

scenarios because of predictability, lowering administrative expenses with potential for revenue growth, instead of revenue diversification. Single revenue source optimization may be common within non-profits, assisting in generating greater efficiency when managed adequately. von Schnurbein and Fritz (2017) also encouraged revenue concentration as a means of efficiency. However, reliance on diverse income sources may provide the necessary growth and financial stability required for sustainability for some non-profits. The level of revenue concentration or diversification may depend on the services or products provided.

According to Lam and McDougle (2016), the basis of organizational stability is on the financial health of a business. Organizational stability can increase the operational effectiveness of a company, particularly within non-profits. Kim (2017) described the employment of revenue diversification as a safety net for non-profits' ability to decrease financial vulnerability, possibly leading to improved program outcomes. However, some organizations may become financially vulnerable when program expenditures show a consecutive three-year decline. Bromley and Meyer (2017) discussed that modern non-profits should respond to a social cause ensuring accountability and corporate responsibility. Ecer et al. (2017) stated that the efficient fulfillment of a non-profit's mission succeeds through a lowest cost framework. However, blending of sector boundaries include increasing demand for non-profit services. The financial needs of non-profits may include revenue diversification, a common for-profit strategy.

Unanimity among study participants exist that strategic alliances contribute significantly to their organization's sustainability. The findings identified that FQHCs can leverage strategic partnerships to meet their strategic planning goals. Additionally, participants described how community alliances have furthered their company's progress on significant projects, particularly

during the COVID-19 pandemic. Results indicated that building solid relationships with community partners is a practical approach for improving value-added services.

The sustainability of any company necessitates that strategic planning, partnerships, collaboration, and corporate responsibility are fundamental for any organization's effectiveness, efficiency, and sustainability. A balance must exist in reaching, improving, and maintaining an organization's strategic planning with the company's financial and operational efforts and the overall mission (Bromley & Meyer, 2017; Denison et al., 2019; Ecer et al., 2017; Lam & McDougale, 2016; Qu, 2019).

Project Management

Project managers must utilize the right tools when implementing strategic plans. Primarily, all projects should emphasize the company's mission and goals. Lacerda et al. (2016) recommended project management for complementing and improving a company's strategic planning method and effectiveness. Project management requires all stakeholders' accountability, sustainability, service quality, and clear communication. When linked with the company's strategy, project management often provides efficient resource allocation. Project management aids in supplying guidance when raising funds and prioritizing organizational projects. However, effective communication and alliances are necessary to ensure the sustainability of project management. Non-profit leaders must become receptive to the utilization and adoption of project management, viewing it as a strategic tool for prioritizing and carrying out the organization's goals, as they strive to fulfill their mission (Lacerda et al., 2016).

AbouAssi and Makhoulf (2018) stressed the importance of project management implementation in aiding a company's delivery of its strategic goals, particularly as many non-profits often experience limited funding and other resources. Non-profit leaders should consider

project management and strategic planning for added corporate sustainability. Kao (2018) maintained that non-profit organizations provide value-added services that require effective operational and financial management. The application of project management can help ensure the effective allocation of limited resources necessary for non-profit sustainability. Therefore, leaders should undergo project management training to effectively fulfill their strategic plan and mission to create added-value resources.

Strategic Practices

Adding to an organization's capabilities requires an awareness of the internal and external environment. Mittal (2019) indicated that standardization practices may no longer be applicable because of the healthcare industry's dynamic internal and external context. Instead, implementation strategies such as deliberate learning, should be utilized for problem-solving and root cause analysis for improved practice performance. Mittal (2019) suggested that deliberate learning activities (DLAs) encourage strategic implementation of successful new practices during times of uncertainty. Deliberate learning activities includes leaders implementing strategies that convert individual knowledge accumulated through active and passive experience into a collection of knowledge (Mittal, 2019). Collective and deliberate learning methods can create enhanced organizational competencies for managing contingencies. These learning methods are necessary in healthcare settings and may associate with dynamic capabilities (Mittal, 2019).

Strategic improvisation (SI) is an additional tool to consider as a dynamic competency. SI is a fast-learning concept, enabling improvisation for generating quick, yet effective strategic decisions (Yu et al., 2021). SI is a tool for providing substantial solutions in adapting to ambiguous environments. SI can solve problems under pressure and in real time because it

leverages opportunities at the individual and organizational levels. Therefore, implementing SI can enhance performance during the introduction of new products, new services, new processes, or during the application of strategic changes, increasing competitive advantage (Yu et al., 2021). The utilization of SI can benefit leaders in the fast-paced healthcare industry that is often incumbered with changing environments.

When applying fundamental strategies, Shumate et al. (2017) emphasized the significance of non-profit leaders achieving better outcomes, promoting engagement, innovation, communication, feedback, cross-sector collaboration, and capacity building through strategic planning and collaboration. Strategic collaboration between academic institutions and community health centers can provide research opportunities that may assist vulnerable populations through better patient education and additional resources (Hébert et al., 2018). Reporting requirements provide opportunities for academic institutions to collect data that may become part of critical future research or for aiding in planning interventions because FQHCs must meet stringent quality of care requirements (Hébert et al., 2018). The findings revealed how alliances with local mental health facilities, local schools, and teaching universities have benefited health centers expand access to care for their patients. Bourgoin et al. (2018) outlined strategic dialogue as a critical element in collaborative and sound business decisions, shaping the action plan through diverse ideas and perspectives. The alignment of leadership roles, communication style, and decision purposes further encourage effectual dialogue, leading to valuable communication and essential in collaborative agreements with higher educational institutions.

Shumate et al. (2017) defined non-profit capacity as the procedures and processes that empower and push organizations to reach their goals and mission, even though some may contest

the correlation between non-profit effectiveness and capacity. When developing a corporate strategic plan, Rose (2021) discussed the employment of facilitation workshops for effective strategic planning through the application of the strategic landscape model to recognize different perspectives. The Strategic Landscape tool, developed by Hardin Tibbs, proposed future planning concepts aiding in a broader perspective, while developing a company's strategic plan. The model's concepts utilize the star, mountain, chessboard, and self as a representation of future planning. The star represents a company's purpose. The mountain represents achievable challenges, including bold and concrete future goals. The chessboard represents future challenges, obstacles, and internal and external driving forces. The self represents an individual's enduring values and strategic identity (Rose, 2021). Results revealed that little emphasis attributes to the importance of strategic planning. However, all participants discussed the need to improve communication regarding strategic planning. Some executives mentioned their intention of inviting a facilitator to help with the next strategic planning meeting. In non-profits, the CEO, in partnership with the board of directors, a voluntary group directs the organization's mission.

Arend et al. (2017) stated that strategic planning can negatively affect a company's innovation prowess, mainly if trade-offs occur. Firm age can also negatively impact strategic planning, reducing flexibility, employee autonomy, and necessary risk taking. However, past researchers indicate strategic planning as supporting innovativeness. Moreover, strategic planning can be enabling or coercive. Enabling strategic planning fosters greater flexibility and efficiency, permitting staff the autonomy to solve failures within processes without compromising other activities. Enabling strategic planning provides an understanding of best practices (internal transparency) and the comprehension of an employee's impact on the system-

wide process (external transparency). Coercive strategic planning substitutes rules for autonomy and creative innovativeness to increase efficiencies (Arend et al., 2017).

Identifying opportunities requires constant awareness, engagement, and attention to an individual's surroundings, improving best practices (Shepherd et al., 2017). Therefore, exploiting opportunities signifies an essential strategic action through experience, knowledge, and environmental surroundings. Heightened attention and mindfulness may often lead to increased levels of performance, productivity, and strategic persistence. However, the lack of discernment, the failure to detect change, and the inability to adapt, are often laden with missed and costly opportunities (Shepherd et al., 2017). The findings disclosed that shortages in qualified staff and leadership, ineffective communication, and perceived lack in the importance of strategic planning are major challenges for non-profits that contribute to lack of awareness and missed opportunities. Sharp (2018) maintained that the non-profit leaders may often be hesitant to deal with competition and proposed a hybrid form model consisting of competition with cooperation. Competition applies to every market sector and leaders must deal strategically. The thought of competition may seem like a retreat from the organization's mission focus for some non-profits. In these cases, leaders may avoid competition instead of confronting it, costing a missed opportunity (Sharp, 2018).

Ortega-Rodríguez et al. (2020) suggested that non-profit accountability and transparency are imperative, contributing to best practices. As tax-exempt organizations providing public services, non-profit leaders must answer to all stakeholders, communities, and governmental agencies, representing good stewardship and credibility in all areas. Nygaard et al. (2017) added that an ethical identity as a competitive advantage, often imposed by an organization's role model, leadership, and style. Although referent power, the capability of a leader identifying with

the company, is most closely aligned with value-based policies., A disadvantage may be found in the loyalty and strong commitment to an outdated culture that undermines the intended mission.

An outdated culture is detrimental in any industry, particularly, a non-profit's success.

Strategic best practices, realized in managerial capabilities and decision-making, are central for promoting sustainable practices by communicating key decisions and rituals. Henry et al. (2019) stated that corporate sustainable development requires the balancing of the triple bottom line, consisting of the goals associated with the environment and financial performance and in which a company's top management team undertakes a vital role. Strategic best practices require the many facets of the core concepts introduced within the study.

Anticipated and Discovered Themes

This researcher anticipated discovering similar themes across the 72 FQHCs in Texas and the three specific case studies, regarding strategic planning and implementation. This researcher anticipated the ability to detect and rationalize certain FQHC leaders' inability to plan and properly implement their corporate strategic plan, uncovering additional solutions to unsuccessful methods or practices. The researcher discovered the following six themes and four subthemes from the research that address the six research questions of this study:

Theme 1: Lack of Staff and Qualified Leadership

Subthemes: Lack of Importance Given to Strategic Planning and Lack of Communication

Theme 2: Involving Key Stakeholders

Subtheme: Improving Communication

Theme 3: Improving Organizational Culture

Subtheme: Change Management

Theme 4: Staff Training and Development

Theme 5: Promoting Agility

Theme 6: Developing Solid Relationships

The first theme, lack of staff and qualified leadership, revealed shortages in qualified staff and leadership, ineffective communication, and perceived lack in the importance of strategic planning are major challenges for non-profits, specifically for FQHCs. Deficiency in management and communication promote a lack of importance given to strategic planning. Additionally, unqualified leadership may also contribute to ineffective communication, as staff may sometimes be promoted to leadership roles while lacking adequate leadership skills, training, or required education. A lack of communication between senior, middle management, and staff reduces the opportunity for FQHCs to plan and manage its company's strategic outlook adequately. Theme 2, involving key stakeholders, revealed that key stakeholder involvement has been a barrier for many FQHCs developing strategic plans. Most key stakeholders were not invited to participate in strategic planning meetings. However, senior executives recognized the importance of including key stakeholders in future strategic planning meetings. Theme 3, improving organizational culture, revealed that participants agreed with the literature regarding culture's influence on change management practices (Coutts, 2021). When asked about culture, most participants described it as family oriented. However, some participants also described their organization as challenging and stressful. Unanimity among participants existed that relevant staff training, staff satisfaction, and ability to cope with change help create a sustainable organization. Theme 4 findings revealed the importance of staff training and development. However, several participants acknowledged training is primarily offered to senior leadership and not all key stakeholders. Theme 5, promoting agility revealed that healthcare's dynamic and shifting environments require increased awareness and competencies. The results indicated that

all participants agreed with Harsch and Festing's (2020) assessment that management of human assets is part of an organization's dynamic capabilities that fosters agility and employee retention. Harsch and Festing added that change is difficult and may often be considered a threat, but necessary for improvement. Theme 6, developing solid relationships, revealed that many non-profits, particularly FQHCs, depend upon additional assistance from strategic partnerships. Unanimity among study participants existed that strategic alliances contribute significantly to their organization's sustainability.

Moreover, the study provides awareness in areas that FQHCs can improve on and recommendations to sustainable and successful strategies. The examination of the discoveries and themes provide insight into the organizational practices of each FQHC, helping in its future strategic planning. This research findings proposed that FQHCs employ corrective measures for future strategic planning and its successful implementation. The researcher included additional information, aside from strategic management and planning that may be of utmost importance to each organization, if the recommendations are adequately implemented.

Summary of the Literature Review.

A dynamic organizational culture may overcome uncertainty and ambiguity by developing, realigning, or redesigning their external and internal resources to support a leaders' adaptation to changing environments as part of sound strategic management (Teece & Leih, 2016). Effective strategic planning requires non-profit leaders to adopt competitive mindsets, leading to increased agility, flexibility, creativity, and innovativeness, improving productivity and profitability (Sharp, 2018). Therefore, organizational culture must improve to enhance strategic planning and management (Horvath et al., 2018; Krupskyi & Kuzmytska, 2020; Lee et al., 2019). A strong culture cultivates dynamic capability attributes fundamental to improving

organizational culture, increasing knowledge and learning, promoting change, and strengthening alliances. Organizational culture is most effective when leaders endorse positivity, transparency, engagement, and effective communication (Teece & Leih, 2016). A strong culture leads to a culture of safety and supportive of deeper internal and external relationships.

Organizational culture led by effective leadership guides its followers in emulating the organization's core and enduring values, thereby promoting greater organizational commitment. Furthermore, adopting manufacturing management tools and practices may apply to FQHC leaders' strategy for promoting efficiency and value-added services for the organization (Aij & Rapsaniotis, 2017). The Mintzberg theory of management and servant leadership theory may improve healthcare quality and efficiency. Increasing quality in any organization includes internal and external engagement among all stakeholders. Therefore, community partnerships and alliances are essential to increasing value-added services, expanding capacity and knowledge sharing and fostering innovation and expertise (Intindola et al., 2016). However, non-profits may not be as productive without strategic alliances.

A strong organizational culture defines intangible assets as the company's vision, partnerships, enduring values, and intellectual and human capital (Rider et al., 2019). An organization's intangible assets are essential during rapid change, enabling the company to remain agile and steadfast. Successful healthcare organizational leaders must remain cognizant, exploiting their intangible assets and leveraging them for strategic planning and organizational growth. Therefore, healthcare organizational leaders must develop practical and innovative strategies to achieve organizational success and sustainability. Healthcare organizational leaders must harness their company's capabilities for transforming their organizational performance

status from mediocre to high functioning. Therefore, dynamic capabilities concept is applicable in the healthcare industry, particularly FQHCs (Linden et. al., 2019).

This literature review included an analysis of the work of various peer-reviewed authors that presented a foundation for the study. The review included a holistic coverage of the challenges within non-profit organizations, specifically FQHCs. The literature review included the importance of strategic planning, organizational culture, strategic alliances, and leadership. The concepts presented provide a basis for corporate sustainability in the transformation and improved facilitation of value-added services and enhanced healthcare practices (Timbie et al., 2017). Effective strategic practices include the prioritization and heterogeneity of stakeholders for the overall success of strategic management (Shumate et al., 2017). The six discovered themes relating to the literature review also discussed, supported the literature.

As healthcare service providers, FQHC leaders must leverage all their competences to withstand the ever-changing legislative and industry fluctuations. Maintaining a culture that tolerates diverse changes requires a resilient and deep-rooted culture of knowing and understanding the company's mission and vision. When combined with unwavering flexibility and agility, a strong culture increases resilience, as mentioned in the concepts, theories, and constructs presented throughout this study.

Summary of Section 1 and Transition

Section 1 offered an overview of the literature review, consisting of academic journals, reports, and texts, identifying a gap within FQHCs that may struggle to fully implement effective strategic plans, affecting profitability, productivity, and long-term success. The review included an introspective look into the organization's culture, change management strategies, leadership style, alliances, and dynamic capabilities, to examine and determine the problems and challenges

FQHC leaders experience in their capacity of remaining sustainable and embracing solutions that may benefit the organization. The leadership theories, leadership style, and strategic management best practices introduced provides foundational knowledge on successful techniques for assisting FQHC leaders in achieving greater engagement and productivity. The information presented provides alternative strategies for FQHC leaders developing beneficial business practices, improving healthcare quality, fiscal and organizational management, and corporate sustainability.

Non-profits are instrumental to every society serving the needs of many people, particularly in rural communities that often face higher rates of social and economic disparities (Walters, 2020). As non-profit organizations, FQHCs serve communities by providing healthcare to the most vulnerable patient populations, regardless of the patient's financial or economic status (Nakamura et al., 2019). FQHCs provide a haven for a challenged health system that struggles to meet the disadvantaged and most vulnerable, requiring the assistance of federal, state, and local communities in building stronger and healthier populations (Topete et al., 2018; Wakefield, 2021).

Strategy is a decision-making process. Developing and implementing effective strategy is incumbent upon every organization, and FQHCs are no exception. Rumelt (2011) defined strategy as a unified response to significant challenges, through actions, analyses, and commitment. According to Fyall (2016), strategic management strategies can mitigate risks associated with non-profits, providing the competence to fully implement strategic goals and plans. Effective strategies are a critical component for government-funded non-profits, including FQHCs. However, non-profits must safeguard in being overly dependent upon government funding, as it may create potential disadvantages. Fyall (2016) suggested that effective non-profit

strategies may potentially reduce financial risks by aligning fund leveraging and coordinated funding.

Outdated culture is detrimental to a non-profit's success therefore good strategies must acknowledge and consider methods for overcoming any adversity (Nygaard et al., 2017; Rumelt, 2011). Teece and Leih (2016) discussed that leveraging corporate culture, capabilities, and relationships can provide dynamic and sustainable results, while Fyall (2016) supported best practices that include cultivating relationships, forming strong alliances, and advocacy, further supporting the concepts presented in this study. Mintzberg (2004) maintained that effective management considers all disciplines before advancing strategies.

Section 2 of the study includes details regarding a comprehensive account of the research methodology, design, and philosophical worldview implemented for the current study. The next section delivers an in-depth analysis of collected data from the main research with an assessment between the association and divergence from secondary data throughout each case study. The final chapter highlights the findings of the multi-case study employing a pragmatic philosophy. Pragmatism aligns most closely with the research questions and provides the capacity to solve real-world problems, instead of the perception of the problem, utilizing any means available to comprehend the issue (Kaushik & Walsh, 2019). The comprehensive data collected includes interviews, company strategic planning reports, organizational charts, field notes, company website data, archived records, and other relevant data for evaluating each company's strategic planning and management processes.

Section 2: The Project

Section 2 of the dissertation includes a discussion on the approach and methods used in the researcher's role, participant sampling and population, data collection and organization, data analysis, and the reliability and the validity of a qualitative multi-case study. This case study design included a pragmatic approach, investigating the lived experiences of leaders in three rural FQHCs. This study highlighted each company's processes and sustainability issues within strategic planning and management. A case study design allows the collection of individual perceptions of the participants' lived experiences, incorporating a comprehensive perspective into each case study (Guetterman & Fetters, 2018).

The researcher utilized participants' lived experiences within their active roles. The research explored the challenges that FQHC leaders are confronted with when creating and implementing ineffective strategic plans. The intent was to provide practical solutions to improve best business practices. The role of the researcher included methods of examining and illustrating how the participants were chosen, how the participant's information and identity were protected, and how data was collected and triangulated. The strategic selection of participants leads to quality data, illuminating the study's phenomenon (Conlon et al., 2020). The researcher's role and methodology for capturing each participant's perspective included a complete overview of the participant's lived experiences.

In qualitative research, reflexivity ensures transparency and credibility and helps the researcher/participant relationship remain ethical (Thurairajah, 2019). According to Maher et al. (2018), the process and trustworthiness within qualitative data analysis form the essence of rigor. Maher et al. added that rigorous work in qualitative research satisfies four measures, dependability, credibility, confirmability, and transferability. The researcher ensured an unbiased

and transparent approach, employed reflexivity, bracketing, and established boundaries as warranted.

The research and interview questions are relevant and guide the research. The interview and follow-up questions supported the main research questions, aiding in developing better business practices. Both research and interview questions assisted in addressing the significant impact that sound strategic planning can have on non-profit organizations. The findings of the research identified the importance of strategic planning and management in FQHCs.

Purpose Statement

The purpose of this flexible design multi-case study was to investigate the challenges that FQHC leaders encounter when employing ineffective strategic management and planning strategies. Ineffective strategic planning can hinder any company's growth, development, and success. The researcher explained why and how decisions were made and implemented, leading to practical solutions and better business practices. This study aimed to explore the importance of effective strategic planning and management by investigating the organizational culture, change management, and dynamic capabilities of leaders in three FQHCs. These concepts influence a company's strategic leadership, intrinsic motivation, and strategic alliances, creating sustainable business practices. This research included filling a gap in identifying the need for effective strategic management processes for FQHCs. The positive implications include the potential for increased profitability, productivity, and sustainability, thereby improving greater access to care, improved services, and business opportunities, particularly in rural health centers impacted by a health crisis (Cullen, 2019).

Role of the Researcher

Qualitative researchers must use a keen sense of awareness, applying all senses during observations to understand the participant's culture and the environment from the participant's perspective, including conducting succinct interviews and gathering precise data collection (Creswell, 2016). The researcher must create an interview protocol for efficient and effective results. An ideal interview protocol should include (a) basic interviewee information; (b) an introduction, (c) interview content questions, and (d) closing instructions (Creswell, 2016). As qualitative researchers interact with the participants, they build relationships that may influence the study. Therefore, qualitative researchers require distance while remaining empathetic towards the participants (Korstjens & Moser, 2017). According to Azzari and Baker (2020), transparency in the field helps build trust among participants. Azzari and Baker maintained that all data influence the study to an extent, requiring the need of the researcher to remain transparent.

The research must contain a meticulous and clear-cut data collection, representing the research's veracity and reliability; otherwise, the research may become compromised and distorted (Creswell, 2016). According to Råheim et al. (2016), attentive listening and sincerity is a means of gaining mutual trust in qualitative study interviews. However, attentive listening may also inhibit the study as some participants may move away from the main research subject matter, prompting researchers to keep the participants on topic. Creswell and Poth (2018) maintained that qualitative researchers should write down their thoughts to gain an understanding of values, bias, and the participant's experiences. Creswell and Poth added that the researcher should discuss their encounter with the phenomenon and how those experiences shape their interpretations. Rhodes and Carlsen (2018) supported reflexivity and self-reflexivity in qualitative studies, recognizing the importance of the researcher's openness towards participant

encounters throughout the research. Thurairajah (2019) maintained that reflexivity and encouragement in qualitative studies exist. Dörfler and Stierand (2020) discussed that researchers must focus on deferring judgement (*epoché*) for reaching an intuitive understanding of the participant's lived experiences. However, the researcher must also maintain an awareness of any to gain an understanding of the participants' experiences, they must first understand values and beliefs (Dörfler & Stierand, 2020,).

This researcher utilized lived experiences from participants within their active roles, explaining the why and how of their decisions about strategic planning and management. The data collected was observed with openness and considered the effect on each respective organization. This viewpoint led to a greater understanding of decisions and how to learn from them. This researcher included practical solutions to strengthen the strategic planning processes of managers in FQHC's. According to Yin (2018), the researcher must also define time boundaries for the research to remain focused on the quality and context of the study. The researcher minimized biases among known relationships by establishing additional boundaries and transparency. Thurairajah (2019) posited that the researcher should establish boundaries between themselves and participants. Additionally, the researcher should identify as an insider or outsider, remaining unambiguous and forthright. This researcher remained objective and unbiased throughout the study and identified as an executive in a rural FQHC. Being embedded in a FQHC provided me with greater insight into the operational, regulatory, and organizational structure applicable only FQHCs. According to Creswell (2014), researchers can provide positive and useful contributions to the setting they remain transparent, objective, and truthful throughout the study. This researcher exploited the insider perspective to gain the trust of the participants and focused on the participant's voice, providing an outside perspective.

This researcher developed a research proposal and process for detailing the specifics of the study followed by a letter of invitation to all relevant participants. Once permission was granted to interview the selected participants, an interview questionnaire was necessary. The recorded interviews lasted between 35 to 60 minutes. The researcher asked open-ended questions and allowed additional commentary from participants. To ensure privacy, this researcher conducted all interviews in her office using Zoom virtual conferencing except for a participant interviewed by telephone. The interview questions were consistent and identified trends and patterns of irregularities and reliabilities. The resulting analysis allowed close examination of the data so deductions and inferences could emerge for new and improved business practices and processes that led to new concepts for future research exploration.

Summary of Role of the Researcher

In this qualitative multi-case study, the role of the researcher ensures an unbiased and transparent approach, employing reflexivity, bracketing, and establishing boundaries as needed. The study included displaying inefficiencies in strategic planning and management within three rural FQHCs, providing practical solutions to improve best business practices. The role of the researcher included methods for examining and illustrating how the participants and data were collected and triangulated for a comprehensive multi-case study research, producing verifiable and credible results.

Research Methodology

The researcher conducted a qualitative multiple case study research to examine how strategic planning and strategic management were currently utilized within three rural FQHC's in Texas. The study includes fundamental elements required for effective strategic planning and management within FQHCs. This section includes the order in which data was collected and

analyzed by the researcher, followed by a discussion on how qualitative research meets the criteria necessary to address the issues within the study.

Discussion of Flexible Design

Qualitative research provides a generalized, unrestricted, and flexible structure allowing for open-ended research questions and inductive analysis instead of quantitative research that is bound by fixed and controlled experiments and closed-end research questions (Creswell, 2016). This qualitative multi-case research reflected on FQHCs that underutilize strategic planning and management resulting in the loss of profitability, productivity, and long-term success. The study included an in-depth look at how the three health center leaders developed and implemented their strategic plan utilizing a pragmatic worldview. The research included rigorous methods of extensive data from concepts, interviews, company strategic planning reports, organizational charts, and additional relevant research on the subject.

Discussion of Chosen Method

According to Guetterman and Fetters (2018), flexible qualitative case studies include real-life investigative methods that consume extensive qualitative data to better understand specific problems or issues. The study included a pragmatic methodology, providing an all-inclusive perspective of the issues affecting certain FQHCs. The study included exploring the processes leading to ineffective strategic plans. Practical solutions occurred, assisting FQHC leaders in creating efficient responsiveness and effective strategic planning processes. Unlike quantitative methods, qualitative methods can be instrumental in revolutionizing necessary landscapes, such as legislative changes, otherwise not available with just quantitative data. Qualitative research can include necessary and often critical viewpoints into important and specific worldview topics, particularly vital in FQHCs.

Discussion of Method(s) for Triangulation

According to Yin (2018), triangulation provides greater reliability, validity, and quality, particularly when utilized in case studies. Jackson (2018) supported triangulation for effective outcomes when embracing various techniques and diverse sources of confirmation and verification. Caillaud et al. (2019) posited that triangulation, as introduced by Denzin in the 1970s, combines two sets of principles intersecting to add greater validity to qualitative research. Research produces greater validity when limitations are offset by strengths between methods, creating a balanced approach. Renz et al. (2018) supported triangulation to strengthen and increase the design's ability to interpret various data source findings, increasing validity.

According to Natow (2020), triangulation can involve inductive and deductive analysis. In this study, triangulation included establishing credibility and validity by analyzing and forming a deeper understanding of the situational case studies (Natow, 2020). Triangulation included multiple resources such as surveys, interviews, recordings, organizational charts, strategic plans, observation, and other relevant data. The collected data included exposing and identifying patterns throughout each case study, strengthening internal validity (Bouncken et al., 2021). Although the analysis of qualitative research can be rigorous and time-consuming (Renz et al., 2018), the appropriateness was evidenced in the various data gathered, forming necessary validity and reliability, sustaining the cases presented.

Summary of Research Methodology

This study investigated the lived experiences of three rural FQHCs, highlighting the leaders' processes and sustainability issues within strategic planning and management. This study included a flexible, qualitative multi-case study design with a pragmatic approach. Throughout each case study, the study reflected on the consequences of inadequate and

ineffective strategic planning. A case study design allows the collection of individual perceptions of the participants' lived experiences, creating a comprehensive perspective into each case study (Guetterman & Fetters, 2018). A multi-case study design includes greater credibility as multiple perspectives occur throughout the study, allowing the researcher to make necessary interpretations about the inefficiencies of strategic planning and management.

Participants

A diverse selection of 21 leadership participants was chosen for this study based on their willingness to volunteer. According to Gill (2020), participant selection should be based upon an individual's experience, ability to answer the selected research questions, and willingness to communicate their experiences. Eligible participants included executive, senior and middle managers from administrative, operations, clinical, finance, and IT departments. The objective was to develop a genuine depiction of each participant's preference and perspective to capture the essence of strategic management, planning, and implementation at each health center (Wilkins et al., 2019). The participants had a supporting role in creating and implementing strategic planning and management. Kerr et al. (2019) discussed the importance of respecting each participant's time and story. Kerr et al. stated that researchers must maintain a human connection throughout and during the project collection phase. All participants were treated with respect, as the collected data represented humans and their willingness to share their stories.

Prior to soliciting participation, the researcher gained permission to conduct the research from each organization's director or executive leadership. The researcher inquired about participation in this study through telephone and email. The email included the purpose of the study, the participant's involvement, confidentiality, and informed consent forms. The consent form included details about the purpose of the research, confidentiality of their participation,

participant expectations, and contribution to future studies. The researcher advised the participants that no identifying information would be used, posing no undue risk. Participants answered questions designed to investigate the lived experiences and matters related to strategic planning and management.

Population and Sampling

The appropriate population comprised of full-time employees in leadership roles at three rural FQHCs in Texas. The individuals held a leadership role in supporting and practicing strategic planning. The general population included top and middle management involved in the daily management and leadership of the health center. Sample size varied within each clinic dependent on the company's size. The sample included FQHC leaders that struggled to develop and implement their strategic plan. According to Hennink et al. (2019), sample size appropriateness may oppose a challenge in qualitative research. Sample sizes differ considerably depending on the subject studied and the type of research methodology utilized. Korstjens and Moser (2017) stated that smaller samples are standard in qualitative research providing greater depth.

Discussion of Population.

The chosen population for the study included significant decision-makers within the company that are influential in establishing strategic goals and their implementation. The target population comprised of leaders in a leadership role or new to leadership. Wright (2020) asserted that strategic planning must involve multiple stakeholders ensuring teamwork, buy-in, and practical implementation. Although there are 72 FQHCs in Texas, the researcher selected three rural health centers comprised of 21 full-time executive, senior, and middle management personnel to sample. A cross-section of decision-makers determined the differentiation in

experience levels and perspectives (Bouncken et al., 2021; Wilkins et al., 2019). The selection of this population demonstrated shared experiences in the strategic planning process and how their actions or inactions impede the successful implementation of their strategic plan. However, some participants performed more roles within their organization because of the size and nature of a FQHC, regardless of the size of the FQHC, the sample size was adequate, describing the experience and reaching data saturation.

Gentles and Vilches (2017) discussed that case study population selection should remain flexible in qualitative research, covering various data sources, such as organizations, sites, documents, people, events, and accounts. Gentles and Vilches stated that samplings must contain diverse samplings, not solely exclusive to people. Diverse sampling could include concepts found in the participant's relevant experiences or previously collected data sources. This study included multiple sources such as company strategic planning documents, organizational charts, interviews, recordings, field notes, observation, and other relevant sources associated with the strategic planning process for each organization.

Discussion of Sampling

The sample size included a diverse group of 21 executive, senior, and middle managers. A minimum of five participants from each health center engaged in this multiple case study. The total number of participants reached the expected number over an unexpected, prolonged time. The sample frame included leadership positions from administration, operations, finance, clinical, and IT departments. The participant sample included full-time employees that are instrumental in strategic planning and implementation. Kindsiko and Poltimäe (2019) maintained that qualitative studies' most common sample size includes 21–30 interviews. However, Kindsiko and Poltimäe indicated that the total overall number may be between 11- 60. In single-

case studies, a sample size from four to thirty may be adequate (Sim et al., 2018). The researcher selected 21 participants for this study, aligning with the standards for qualitative research. This format included adequate information to explain the research questions, attaining data saturation.

The researcher used purposive sampling for this study because it focuses on multiple perspectives from relevant participants, providing comprehensive to include in depth information. This strategy is useful for an in-depth understanding of strategic planning issues (Creswell & Poth, 2018). According to Bakalbasioglu (2020), purposeful sampling provides tracing a pre-defined set of interviewees prior to the research. Purposive sampling is selective or judgmental sampling, involving sufficient data to comprehend the phenomenon (Ames et al., 2019; Gill, 2020). According to Ames et al. (2019), sample size determines quality data but too much data can weaken reliability. Adequate amounts of data lead to data saturation, occurring when new information is no longer obtained (Gill, 2020). Gentles and Vilches (2017) stated that purposeful samples include random and non-random forms. Gentles and Vilches added that rich and varied data sampling allows readers to relate to and apply the learned experiences discussed. Kindsiko and Poltimäe (2019) also supported sample strategy, offering greater credibility to the research. Knowledgeable participants can provide beneficial information by sharing their lived experiences.

Purposive sampling was appropriate for this study because participants knowledge on the topic, included comprehensive data to support the research, strengthened credibility, and enhanced the depth of the study, leading to data saturation (Gill, 2020; Korstjens & Moser, 2017). Qualitative research is sufficient and rigorous when saturation occurs. Data saturation reaches when data issues repeat and redundant. Researchers cannot recognize sample size in advance because making appropriate samples sizes can create a challenge. However, researchers

can rely on code saturation or meaning saturation in determining adequate sample size (Hennink et al., 2019). The study will include a comparison of the three health centers. The comparison and contrast can help develop categories for increased understanding of the collected data, providing a holistic investigation that leads to reasonable and sound business practices (Glaser & Strauss, 2017).

Summary of Population and Sampling

This multi-case study included a pragmatic approach to explore the business processes and decisions that encumber three rural FQHCs in successfully implementing their strategic objectives. A multi-case study helps examine a case from various perspectives to produce reliable data. The study reflected on methods of decision-making involved in strategic planning and management. The participants in the study included critical decision-makers involving executive, senior, and middle managers with insight into the daily operations of their organization. The selected population disclosed shared experiences in the strategic planning process. The researcher used purposeful sampling to select participants with adequate qualifications and experience beneficial to the study, increasing credibility. Information-rich sampling can also lead to thoroughness in analyzing the strategic planning issues. Participants included a diverse leadership group of 21 full-time leaders from administration, operations, clinical, finance, and IT departments. Saturation is reached once the collected data becomes redundant and no new information is added (Hennink et al., 2019). This researcher is also a current employee of an FQHC that proved advantageous when reaching out to the selected participants.

Data Collection & Organization

The strategic selection of participants leads to quality data that helps illuminate the study's phenomenon (Conlon et al., 2020). Extensive data collection is the backbone of qualitative research gathered from interviews, observation, documents, archived records, and artifacts. Inductive analysis produces themes, codes, or categories, contributing to understanding the meaning of the collected data (Creswell & Poth, 2018; Yin, 2018). The collection of rich data and analysis is emerging and iterative throughout the research process, allowing the researcher to weave between data sampling, collection, and analysis (Moser & Korstjens, 2018).

Data Collection Plan

Yin (2018) stated that research refers to the questions and not essentially replies adding that a solid case study utilizes various sources of evidence, leading to triangulation, reliability, and construct validity. Qualitative researchers must utilize triangulation for increased credibility because of interpretative nature., (Stake, 2010). The development of in-depth studies involves the collection of relevant data and multiple sources, corroborating similar findings (Yin, 2018). Case study data collection provides a better understanding of the phenomenon through focused examination of diverse data, collective strategies, and descriptive analysis of the phenomenon (Alam, 2020, 2021). Alam, 2020, 2021 added that a comprehensive exploration of the phenomenon is best achieved when the researcher has background knowledge and understands the participants.

The researcher addressed the research questions from the data collected, including interviews, field notes, observations, audio, and video recordings, organizational charts, and strategic planning documents. Semistructured interviews occurred virtual conferencing and telephone. The researcher stored the selected data collection in field notes, transcriptions, and

digital files, providing a better understanding of the phenomenon and the research participants (Creswell & Poth, 2018; Yin, 2018). Data interpretation during the data collection stage is essential in qualitative case studies (Yin, 2018). Creswell and Poth (2018) added that case studies include a bounded system whose accessed and obtained through a gatekeeper, gaining the participant's confidence to study a particular case or cases. The case(s) include various forms of data recorded through observation, interview, and field note protocols. The collection of various forms of data provides the necessary information for answering developing research questions. However, some field issues encountered while collecting data may include access to observations and interviews. According to Yin (2018), the researcher must remain adaptable for coping with such issues.

Some field issues encountered included participation in the study and timeliness of interviews and member checking., The study took much longer than expected because of the complexity of FQHCs and staffing issues. FQHC A was the most responsive and timely, FQHC B was the least responsive, requiring extensive time and FQHC C was responsive after several attempts at participation. A case study analysis is in Appendix C.

Prior to conducting the field work, the researcher (a) contacted the IRB board for approval; (b) asked for corporate permission to conduct the study; (c) invited the participants; and (d) requested informed consent forms (Appendix A) The informed consent forms includes confidentiality and ensures protection via de-identification and no-risk harm. The participants received an interview guide (Appendix B) before the study, detailing the primary and associated questions. As warranted, follow-up questions included additional information relevant to the study.

Creswell and Poth (2018) stated that throughout the research process, qualitative studies must include essential elements, such as the preparation of ethical issues, respecting the norms, privacy, sites, and participants. Yin (2018) discussed that observant researchers can benefit from unexpected opportunities through their attentiveness, adaptability, asking relevant questions, comprehension of the research being studied, and ethical conduct. Qualitative procedures allow participants to freely voice their experience, emphasizing the meaning of their phenomenon (Scheffelaar et al., 2018). The most used data collection in qualitative research includes interviews, observations, and focus groups (Moser & Korstjens, 2018). Moser and Korstjens supported combining the data collection, a customary practice in qualitative research.

The location of the study was in Texas with three rural federally qualified health clinics (FQHCs) experiencing challenges in their strategic planning and implementation processes. The selected FQHC organizations include primary health care services to their patient population. The data collection plan began with an invitation of participation through email and telephone. The researcher collected data from interviews, observations from virtual leadership meetings, field notes, company, and archived documents for this study. This researcher presented an unbiased and holistic account of the participants experiences by using various data sources, providing multiple perspectives throughout the study.

Member Checking

Member checking, a form of triangulation, is achieved to confirm a participant's accurate interpretation of the interview, safeguarding against researcher bias. According to Stake (2010), a researcher must check for accuracy of the interview or observation by providing a draft copy of the recorded material to the participant for comments and correction. Brear (2019) discussed that member checking establishes validity when the researcher allows participants are allowed to

review the research results for accuracy, correcting or expanding as needed. Member checking reveals and identifies researcher bias and/or errors in the information presented. According to Caretta and Pérez (2019), when researchers and participants support member checking, transactional validity can occur. Transactional validity improves data accuracy and analysis through participant/researcher collaboration, increasing trustworthiness and credibility. Naidu and Prose (2018) maintained researcher can view member checking as an accountability practice rather than a validity practice. Expanding participant reciprocity and engagement and researcher reflexivity throughout the research process is essential for safeguarding against researcher bias. This researcher manually transcribed each interview and provided member checking opportunities to each participant. The coding and analysis process began after participants reviewed the transcripts and approval was granted.

Follow-up Interviews

Follow-up interviews are a form of member checking (Brear, 2019). The researcher utilized follow-up questions for gaining additional details about the phenomenon. Field notes aided as reminders for additional follow-up questions, as participants offered other relevant information. According to Alam (2020, 2021), new questions may emerge, bringing additional perspectives of the phenomenon, corroborating with other data collected. Yin (2018) stated that the researcher may have to adjust, resulting from follow-up questions, answers, or other unexpected information. However, the researcher must remain alert and adaptable throughout the process.

Instruments

The researcher is the primary instrument in a qualitative study utilizing various data sources (Creswell & Poth, 2018). This researcher used an interview guide to collect specific

information from the participants (Moser & Korstjens, 2018; Scheffelaar et al., 2018), including strategic planning meeting minutes, organizational, company internal and external reports, and company website information. Interviews were semi-structured beginning with open-ended questions followed by the participant experiences. The prepared questions aided the participants in better understanding the research questions during the semi-structured interview. During the recorded interview, the researcher utilized observation and field notes to record participants' behaviors and responses to their experiences (Alam, 2020, 2021). Follow-up questions were asked when additional details on specific topics were necessary. The researcher used virtual media for interviews and online observation because of the COVID-19 pandemic and distance between sites. Field notes, company, and archived documents served as instruments for the study. Archived documents included company strategic plans, organizational charts, and mandatory Uniform Data System (UDS) performance reports. The UDS reports listed the clinical and financial quality measures of FQHCs for a calendar year. These reports are specific to FQHCs and are required by HRSA, ensuring the organizations provide quality services and achieve optimal performance. The archived documents were appropriate for this study because they addressed the research questions, supporting the need for best practices. The transcribed interviews, field notes, video, and audio recordings were stored on the researcher's personal computer. The researcher utilized a qualitative software program for optimal organization of the data collection and analysis of the content.

Data Organization Plan

The researcher utilized a case study database for documenting and organizing the collected data, increasing the study's reliability. The convenience of a database enables me to extract and analyze efficiently for later access. Data conversion occurred while interpreting the

information through the various sources. The research data was put in a password protected file, ensuring the privacy and confidentiality of the participants and the study. Creswell and Poth (2018) indicated that data storage include back-up computer files, high-quality recording devices, an information main list and data collection templates, safeguarding the participant's anonymity. Audio and video files received transcription immediately after the interview, ensuring the thoughts, notes, and observations.

The interview questions were appropriate to align with the issues regarding ineffective strategic planning and management in FQHCs. The questions were appropriate to gain insight into the organization's strategic planning processes. The interview questions benefited the researcher in detecting patterns that arose from observations. The interview guide was appropriate throughout the interview process. The method was appropriate in organizing the data. Entering the handwritten field notes into NVivo, a qualitative software program, was necessary for the coding and data analysis process. The researcher manually transcribed the audio and video interview recordings and uploaded them onto a desktop for greater analysis and coding. Yin (2018) stated that corroboration through various sources is essential in qualitative case studies.

Summary of Data Collection & Organization

According to Yin (2018), case studies are appropriate when exploring existing practices or challenges of current practices. Creswell and Poth (2018) stated that case studies include in-depth data from various sources. Creswell and Poth added that data storage is dependent on the data collection format. As the primary instrument, the researcher must utilize attentive listening skills, adapting to issues throughout the research (Creswell & Poth, 2018; Yin, 2018). This researcher asked open ended questions to capture in-depth information from the participants that

included insight into their perspectives, answering the *how* and *why* of the phenomenon (Yin, 2018). The researcher should utilize member checking as an accountability and validation process of the data, detailing the participant's lived experiences (Naidu & Prose, 2018). Naidu and Prose (2018) described that member checking acts as an accountability practice, producing engagement, reciprocity, and reflexivity throughout the study. The data collection included video and audio recordings, field notes, company documents, and archived documents stored in NVivo. The database helped the researcher organize the data, creating categories, codes, themes, and concepts for analysis.

Data Analysis

Data analysis is a five-part approach, including organizing the data into manageable parts, memoing, code classification, interpretation development and assessment, and the presentation of data visualization (Creswell & Poth, 2018). Creswell and Poth (2018) recommended starting with raw data, forming broad categories, going from inductive reasoning to deductive reasoning, and drafting the report. The stages interconnect forming the study. Data analysis includes total immersion in the data, reflecting and discerning on the observations and discoveries throughout the study. Content analysis is either inductive or deductive. The inductive analysis is the process of evaluating raw data and extrapolating confirmation of the conclusions into codes (Creswell & Poth, 2018; Moser & Korstjens, 2018). In contrast, a deductive approach is the process of coding data in an alterable and existing configuration. Data analysis must begin immediately after data collection, continuing throughout the study. Data analysis allowed me to see patterns, classifying themes and codes to understand the phenomenon. According to Mackieson et al. (2019) data analysis begins with the preparation and planning, data collection, reading and interpretation, code development, forming categories and themes. Mackieson et al.

added that reflexivity is necessary in reducing potential bias and increasing transparency and credibility. This researcher used multiple data collection to accomplish the objectives, including interviews, virtual observations, memoing, and company documents.

Coding Themes

Creswell and Poth (2018) indicated that memoing should begin as soon as the researcher reads the data collection and continue throughout data analysis. Memoing allows the researcher to build themes and codes organized during the collection process (Yin, 2018). Subsequently, code building is for *describing*, categorizing, and *interpreting* the data, forming codes, and creating descriptions (Creswell & Poth, 2018). However, meaningful coding must not appear too abstract or contextual (Finfgeld-Connett, 2014). Williams and Moser (2019) added that open coding is appropriate for the assembly of data collection categorized and organized for data analysis as the first step in the coding process. The second step is axial coding, in which a researcher can categorize, align, and refine the themes, identifying relationships among the open codes.

Lastly, line-by-line coding is appropriate for the researcher to scrutinize the data through immersion, reducing biases through methodical and discernment of the data. According to Creswell and Poth (2018), the coding process involves sorting and finding the meaning of the data, reducing, and simplifying the data into categories, and assigning code labels. Coding can align with short phrases or names to summarize information from the data (Williams & Moser, 2019). A researcher uses coding for expected, unexpected, and unusual or interesting information from the study (Creswell & Poth, 2018). Creswell and Poth added that themes emerge as the data receives coding, with a minimal number of categories and building to 25 to 30 with five to six

overall themes. Roberts et al. (2019) indicated that a codebook can apply as a guide for adding new codes until saturation occurs, representing data validity.

The researcher created two folders titled code and themes in NVivo. The first phase involved organizing and analyzing the data. The code folder contains various categories, for the analysis portion of the research. The data collected received placing into the codes folder as the researcher read the transcripts and additional documents. New codes emerged as the researcher reviewed the accumulated documents. The second phase involved the creation of a theme folder with twelve themes. However, Creswell and Poth (2018) recommended lean coding to help reduce themes to five or six for publication. Therefore, the twelve themes reduced to six with four subthemes that aligns with the six research questions of this qualitative multiple case study.

Interpretations

The researcher can focus questions to guide the coding process (Finfgeld-Connett, 2014). Identifying emergent ideas arises from various data collection, and the researcher must organize the data, breaking it down into manageable units and creating categories, concepts, and codes. A codebook includes the code name and label, code description, and a code example from the study for illustration purposes (Creswell & Poth, 2018). The researcher utilized NVivo software for the coding process and the overall data collection management and transferred the audio recordings and video interviews, field notes, and company documents into the NVivo software. The researcher transcribed the participant interviews and sorted the data collection, building codes related to strategic planning and management, culture, alliances, capabilities, motivation, leadership, and management theories. As anticipated, additional themes emerged. The themes aligned with the research questions relating to strategic planning and management challenges in FQHCs. Creswell and Poth (2018) indicated that after coding, theme development and

exploration should include memoing, highlighting quotes within the data collection, adding descriptive notes, creating diagrams, and drafting summaries.

Data Representation

According to Creswell and Poth (2018), interpretation involves defining the meaning of the data from the categories, themes, and patterns from the analysis. Creswell and Poth added that the interpretation process begins with code development with theme formations and organizations necessary for relevant concepts and lessons. Qualitative research is an iterative process; therefore, researchers must remain alert for alternative interpretations involving unusual findings. Korstjens and Moser (2018) stated that interpretation must come from the data collection with the research questions, not on the researcher's perspectives and experiences to ensure dependability and confirmability.

Diagramming appears beneficial for the researcher in identifying overlapping codes or a visual representation of correlations among concepts (Creswell & Poth, 2018). Data representation in the final phase of the study includes a visual for cross-referencing and comparing categories of information. The presentation of information should align with the research questions, with explanations, and displaying a maximum of five to six rows or columns (Creswell & Poth, 2018).

Analysis for Triangulation

Yin (2018) recommended data triangulation as a means of corroboration, as data convergence is essential when analyzing and reviewing the collection of the data. Natow (2020) described that triangulation utilizes various sources including documents, observations, and interviews. Triangulation may also include the combination of quantitative data, such as surveys. The researcher must merge qualitative and quantitative data, providing a holistic interpretation of

the study (Yin, 2018). Quantitative methods include statistical relevance to the occurrence of a phenomenon, proving generalizability. In contrast, qualitative methods find meaning upon examining the data collection throughout the study (Williams & Moser, 2019). The researcher managed the collection of data, consisting of company strategic plans, organizational charts, interviews, field notes, and other relevant data, using NVivo software. The software program includes qualitative and quantitative coding opportunities (Williams & Moser, 2019). The accumulation of codes generated categories, allowing the researcher to produce six themes and concepts for efficient data collection management.

Summary of Data Analysis

Data analysis includes organizing data by reducing into manageable parts, memoing, assigning codes, interpreting, and data visualization (Creswell & Poth, 2018). The coding process is essential in qualitative research, simplifying the meaning of the data that can integrate to produce emerging categories (Creswell & Poth, 2018; Finfgeld-Connett, 2014). Codes are part of the process of generating categories and themes from the data collection. This process is iterative, allowing the researcher to form interpretations throughout the study, making sense of the data (Creswell & Poth). The use of various sources, including documents, observations, and interviews, generates triangulation. Triangulation may include the combination of qualitative and quantitative data (Yin, 2018). This researcher utilized interviews, on-line observations, memoing, company website information, and company documents for triangulation. Additionally, the purpose of NVivo, a qualitative software program was for storage and management, keeping the collection of data organized for conducting data analysis.

Reliability and Validity

Enforcing data validation strategies is necessary for ensuring accurate reflection of participant experiences. This study included triangulation and member checking as the two validation strategies. Creswell and Poth (2018) discussed that memoing creates an audit trail that can be a validation strategy, keeping track of ideas and leading to credibility. Member checking include the allowance of validation when the participant can review the information written as the study progresses and before publishing (Korstjens & Moser, 2018).

Reliability.

Lock and Seele (2018) discussed that consistency aids in reliability, allowing for replication, transparency, and trustworthiness of the study. Lock and Steele added that a case study protocol and database increase transparency, indicating that reliability produces validity. Roberts et al. (2019) added that reliability, validity, and rigor determine a project's trustworthiness. This researcher used an interview guide for consistency and follow-up questions, enabling reliability. In case studies, various sources are essential, corroborating the data collected. Creswell and Poth (2018) discussed those thick descriptions of the information presented and transferability aid in establishing credibility. Creswell and Poth added that auditing the research process builds confirmability and dependability. This researcher used field notes, interviews, observations, and archived documents to corroborate the study, ensuring accuracy and reliability. Reflexivity will aid in the credibility and reliability of the data. The data collection satisfied triangulation and the research questions. According to Mackieson et al. (2019), reflexivity is when researchers establish a process for communicating accuracy and the reliability of their studies.

Validity.

For increasing construct validity, Yin (2018) supported four data collection principles: various sources, triangulation, a database for organizing the collected data, maintaining a chain of evidence for increasing construct validity, and careful use of social media sources. Yin added that construct validity strengthens when the research questions reflect the concepts of the case study's objectives. Natow (2020) supported triangulation as a form of a study's validity. Natow added that triangulation is beneficial for understanding and forming various concepts within the study, including new knowledge.

Bracketing.

Bracketing includes adopting an unbiased approach in research (McWhorter, 2019). The participant's values and experiences should receive emphasis, not the researchers. An unbiased account excludes the researcher's assumptions, maintaining a greater perspective on the phenomenon (McWhorter, 2019). Gregory (2019) discussed that it may be impossible to fully set aside all suppositions of interpretation. However, researchers must set boundaries reflecting on the research questions and topic, rather than their own experiences. Dörfler and Stierand (2020) maintained that a researcher must express their beliefs clearly, understanding how it may affect the study. This researcher remained unbiased and transparent throughout the study by setting boundaries and focusing on the research topic and questions. Open-ended research questions allow participants to share their experiences by leading the conversation, expanding their interpretations, and disclosing additional or unexpected information (McWhorter, 2019). The researcher also used reflexivity throughout the study to assess the researcher's influence on the study.

Summary of Reliability and Validity.

Strategies supporting reliability and validity include reflection, memoing, and diagramming (Yin, 2018). This researcher used four of the six sources of evidence, including interviews, on-line observations, company and field work documentation, and archived records. The researcher also utilized an interview guidebook for consistency and validity of the research questions. Triangulation enhances validation, revealing unique perspectives of the phenomenon (Natow, 2020; Yin, 2018). Member checking consisted of the participants receiving a draft copy of the interview for validation (Stake, 2010). Providing thick descriptions in the information presented establishes credibility and reliability (Creswell & Poth, 2018). Avoiding personal bias depends on the researcher's ability to keep focused on the research topic and research questions (Gregory, 2019). Therefore, open-ended interview questions and reflexivity were necessary to avoid personal bias (McWhorter, 2019). The importance to show empathy towards the participant's experiences is imminent. A researcher must set boundaries by remaining focused and providing a transparent and holistic account of the research phenomena (Creswell & Poth, 2018; Yin, 2018). Additionally, the convergence of the various data collection sources helped create a sound study.

Summary of Section 2 and Transition

This flexible design multi-case study included exploring the challenges that FQHC leaders encounter when employing ineffective strategic management and planning strategies. FQHCs serve a significant population that requires them to operate in efficient and effective ways for meeting the needs of their communities. The study reflects on methods of decision-making involved in strategic planning and management by looking into the culture and processes of each company. Understanding the processes and culture of each FQHC will provide the

foundational knowledge for developing successful strategic planning results, leading to better business practices.

Section 1 included an overview of organizational culture, change management strategies, leadership style, alliances, and dynamic capabilities. Section 2 included the research process undertaken for this study. The research objectives were met through a multi-case study design, investigating the lived experiences of three rural FQHCs. Each health center discussed process and sustainability issues in strategic planning and management. Open-ended interview questions aided in capturing the participant's perspective. The role of the researcher included an unbiased approach. The use of reflexivity and bracketing and methods on the data collection and triangulation participants aided in producing verifiable and credible results. The researcher's role also included establishing the research methodology, participant selection, adequate participant population, and sampling procedures. Participants included a diverse leadership group of 21 full-time leaders from administration, operations, clinical, finance, and IT departments. Section 2 concluded with data collection and organization, data analysis, and reliability and validity of the study. NVivo qualitative software was the tool used to manage and organize the data. The data collected aligned with the conceptual framework and aided in developing best business practices within strategic planning and management for FQHCs. Section 3 provides approval from the Institutional Review Board (IRB) to conduct the research, discovered themes, interpretation, visualization and representation of the data, and relationships to the findings and research questions. An overview of improving general business practice, recommendations for further study, and reflections on conducting the research was also presented. Improving general business practice demonstrates how the six discovered themes (lack of staff and qualified leadership, involving key stakeholders, improving organizational culture, staff training and development,

promoting agility, and developing strategic relationships) can be leveraged and exploited to create a dynamic and resilient culture.

Recommendations for further study detail potential strategies that FQHC leaders can use to develop sustainable and productive organizational and economic cultures by applying dynamic management capabilities, systems thinking, and human asset management strategies. Additionally, the researcher recommends focusing on employees' perception of organizational strategy and leveraging staff capabilities for further study. Furthermore, the reflections section outlines the researcher's personal and professional growth expansion and biblical perspective examination. The study's concepts integrate and relate to a Christian worldview, as each believer must continuously refine and develop their biblical competencies, engaging in active prayer and bible study, resting on a solid biblical foundation for leading a successful Christian life.

Section 3: Application to Professional Practice and Implications for Change

Section 3 includes the data findings, application to the business field and its relevance to strategic planning and management in non-profit organizations, particularly FQHCs. The introduction establishes a summary of the research study followed by the overview, delineating the purpose of the study, and establishing a clear assessment of the collected data. The collected data includes interviews, observations, and company archives. Moreover, an introduction to the presentation of the findings is in section 3. The findings were organized into six themes discovered during the data analysis. Included in the discussion were themes supported by the literature review and participants' quotes. Furthermore, the researcher elaborated on the relationship of the findings related to the literature review, research questions, framework, and anticipated themes.

Overview of the Study

The purpose of this flexible design multiple case study was to explore the challenges FQHC leaders face when utilizing ineffective methods for strategic management and planning. Ineffective methods can lead to ineffective strategies that may keep the company from fully succeeding or expanding its mission, organizational growth, financial stability, and strategic alliances. The targeted demographic population for this study included critical decision-makers involving executive, senior, and middle managers with insight into the daily operations of their organization located within three Texas rural health centers.

The researcher recorded the participant interviews using Zoom, lasting between 35 minutes to 1 hour, with the majority lasting 1 hour. The open-ended interview questions included strategic planning and management and followed an approved interview guide before the interview, ensuring consistency among the interview questions. Moreover, the researcher applied

bracketing to avoid personal biases interfering with the process. The researcher remained transparent by making it known that she is an executive from a rural health center. The researcher believes this information may have made the participants more comfortable and open.

The interviewees comprised of 21 middle, senior, and executive managers employed within their organization up to twenty-eight years. Some of the participants promoted organically throughout their tenure were of particular interest because of multiple roles held during their employment at their respective organizations. The participants committed to offering their opinions and personal experiences related to the subject matter. Additionally, the researcher asked follow-up questions, as needed, for clarity. The researcher uploaded the recorded interviews onto an NVivo program for transcription. After the transcription, the researcher emailed each participant their transcript for member checking, validating the participant's information from the interview. The participants verified the accuracy of their responses through email. Once validated, the researcher began the coding and analysis process, assigning each participant an alphanumeric code, thereby protecting their privacy. After that, the researcher unveiled themes from the transcribed data, as part of the analysis process.

Furthermore, data collection consisted of observations, memo correspondence, and company archived data. During the interviews and leadership meetings, the researcher observed each participant's disposition, body language, and tone of voice. The NVivo program allowed the researcher to group and assemble the data into meaningful codes, forming connections to the conceptual framework and literature review. Reliability and validity were necessary for utilizing triangulation, consisting of interview data, archived company files, public data, and scholarly journals (Creswell, 2016; Yin, 2018).

Presentation of the Findings

Qualitative research uses a flexible design structure, allowing for open-ended research questions, inductive analysis, and the views of the participants and researcher's voices to be heard (Creswell, 2016). According to Guetterman and Fetters (2018), qualitative case study methods encompass in-depth, real-life investigation of a case or cases, gathering extensive qualitative data to understand the problem or issue better. Therefore, a qualitative case study with a pragmatic view methodology included greater perspectives of underlying problems in FQHCs. The purpose of this flexible qualitative multi-case study was to examine the challenges and barriers FQHC leaders experience when unable to plan for or effectively implement their strategic management processes collaboratively. The researcher conducted 21 semistructured interviews with middle, senior, and executive leadership from three rural federally qualified Texas health centers. The study participants ranged from 30 to 70 years of age, with the average age being 46.5. The participants consisted of 76% females and 24% males. The researcher used an approved interview guide containing a total of fifteen questions. NVivo assisted with transcribing the recorded interviews, and then the participants received the transcripts for review and accuracy. Once reviewed and returned by the participants, the researcher began the coding and analysis process, discovering six themes and four subthemes. Creswell and Poth (2018) posited that qualitative research requires extensive data collection and laborious data analysis.

The presentation of the findings included a discussion of the interpretation of the identified themes, resulting in the representation and visualization of the data. According to Yin (2018), data interpretation during the data collection stage is essential in qualitative case studies. The relationship of the findings supporting the research questions, conceptual framework,

anticipated themes, existing literature, and a discussion of the problem statement, followed by a summary of the findings.

Themes Discovered

The findings included sharing beliefs and commonalities among all FQHC participants. Participants answered fifteen questions about their experiences, understanding, and participation in strategic management planning and management processes. According to Mackieson et al. (2019), data analysis begins with preparation and planning, data collection, reading and interpretation, code development, forming categories and themes from the codes generated, and data interpretation. The researcher created two folders titled Code and Themes in NVivo. The first phase involved organizing and analyzing the collected data. The Code folder contains various categories, assisting in the analysis portion of the research. The data collected were placed into the codes folder as the researcher read the transcripts and additional documents. New codes emerged as the researcher reviewed the accumulated documents. The second phase involved the creation of a Theme folder. Originally, the researcher identified twelve themes, including lack of importance and urgency given to strategic planning, lack of qualified leadership, lack of communication, involving key stakeholders, improving communication, staff education and training, improving culture, improving staff satisfaction, developing solid relationships, finding commonalities to advance cause, promoting agility, and change management. However, Creswell and Poth (2018) recommended lean coding to help reduce themes to five or six for publication. Therefore, the twelve themes narrowed down to six with four subthemes that address the six research questions of this qualitative multiple case study. The themes and subthemes include:

Theme 1: Lack of Staff and Qualified Leadership

Subthemes: Lack of Importance Given to Strategic Planning and Lack of Communication

Theme 2: Involving Key Stakeholders

Subtheme: Improving Communication

Theme 3: Improving Organizational Culture

Subtheme: Change Management

Theme 4: Staff Training and Development

Theme 5: Promoting Agility

Theme 6: Developing Solid Relationships.

Interpretation of the Themes

Data interpretation follows the process from the application of codes and development of themes to the researcher's interpretation, views, and learned lessons from the collected data (Creswell & Poth, 2018). Additionally, the interpretation of themes allows for a discussion of the relationship findings between the research questions and themes discovered. The following sections includes an interpretation of the research questions, themes, and sub-themes.

Theme 1: Lack of Staff and Qualified Leadership

Strategic leadership is indispensable in communication and engagement, promoting buy-in from key stakeholders. Therefore, a company's leadership and culture are essential to sustainability and survivability (Horvath et al., 2018), as competent leadership can positively impact every aspect of an organization. Qualified leadership affects organizational culture, development, and competencies. However, staffing shortages and a lack of qualified leadership present challenging problems for many non-profits, particularly FQHCs. Studies show that some FQHCs struggle with providing adequate healthcare, resulting from limited resources, financial challenges, and overworked staff (Smith et al., 2017).

The deficient human assets and qualified leadership may lead to ineffective strategic management, planning, and implementation. These challenges reflect barriers such as a lack of communication and perceived lack of importance in strategic planning. For example, P7 explained, “Manpower is probably our biggest challenge to carry out that [strategic] plan.” There was unanimity among all participants that a shortage in human assets represents challenges. Additionally, P4, P10, and P12 added that strategic planning had been micro-managed at their respective organizations. The participants believe that micro-management contributes to a lack of communication. Likewise, inexperienced leadership can also impede effective strategic planning. For example, 43% of study participants are new to leadership roles, having been in their respective roles under 1 year and up towards 1 year. In comparison, 19% of participants are also new to their organization. Studies reveal that these aspects contribute to a lack of strategic planning and implementation in non-profits, particularly FQHCs. Likewise, many participants added that low staff retention and high turnover affect and contribute to a lack of strategic plan implementation.

Furthermore, staffing shortages and under-qualified leadership pressure FQHC leaders to restructure their organizational chart, sometimes shifting additional responsibilities to overburdened staff. P8 revealed, “Working here 16 years, I have worn many hats, and I'm not the only staff member that's done that. You can't do this for long. Certain things will fall through the cracks.” The organizational structure of FQHCs may often be restricted to promoting staff when they may not be ready for leadership roles. For instance, P3 stated, “You can see leadership qualities in somebody, and they may have the greatest intentions, but just not know how to be a leader.”

The central theme discovered a need for additional staff and qualified leadership, consisting of two sub-themes: lack of communication and lack of importance given to strategic planning. The findings show a lack of communication at most FQHCs regarding strategic planning and management. Deficiency in management and communication promote a lack of importance given to strategic planning. Additionally, unqualified leadership may also contribute to ineffective communication, as staff may sometimes be promoted to leadership roles while lacking adequate leadership skills, training, or required education.

Figure 1 illustrates threats or situations that many non-profits, particularly FQHC leaders, must adequately learn to manage. A lack of managerial experience and inadequate strategic planning and training during uncertainty threaten companies in all industries (Minocha et al., 2017; Mintzberg, 2004). Likewise, Mintzberg added that diagnosing unknown situations may be the most important phase of strategic decision-making. Minocha et al.; Mintzberg, 2004 added that producing quality practices includes the application of theory and practice, goal and strategy formation, effective delegation, and capacity to enact meaningful change (Mintzberg, 2004; Senge, 1997).

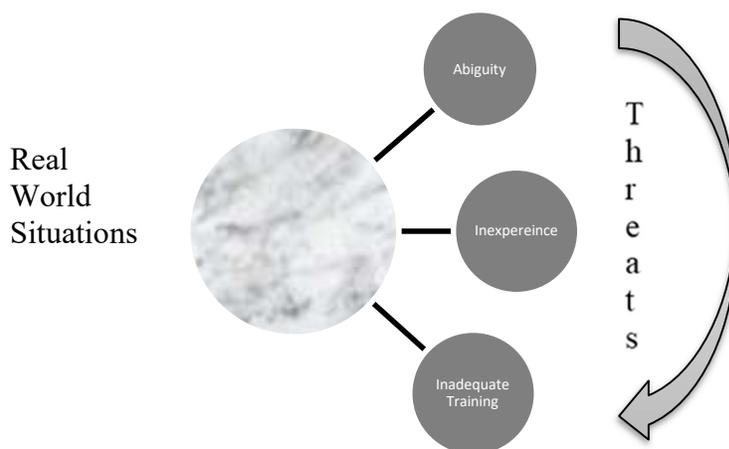


Figure 4. *Threats in Real World Situations* (Mintzberg, 2004; Senge, 1997).

Lack of Importance Given to Strategic Planning. Strategic planning is a necessary part of every organization, as the growth and development of an organization may not advance successfully without a viable plan. A company's strategic plan must include its vision for creating effective planning and successful implementation (Burgelman et al., 2018; Mintzberg, 2009). Mintzberg added that key stakeholder input and commitment are necessary for implementing strategic plans successfully. Furthermore, the ability to serve greater populations is incumbent upon a health center's effective strategic management practices. However, the findings indicated that ineffective communication between leadership and staff regarding the company's strategic plan may be an essential contributor to a perceived lack of importance and urgency given to strategic planning. Many participants mentioned that little emphasis attributed to the importance of strategic planning. For example, P8 revealed, "Before starting, the strategic planning meeting is communicated to all supervisors. Management encourages full attendance but it's not mandatory." P9 added,

Even though the company communicates the date and time, there may not be a lot of involvement from supervisors. Maybe they just see it as another day. It requires educating them and making them understand the importance of it. It's for our agency. Supervisors include front office supervisors, nursing, community health workers, all of them. It's all tied together.

Hu and Kapucu (2017), explained that strategic planning may include something other than communication between departments, input from key stakeholders, collaboration, or external partnerships. Bourgoin et al. (2018), added that a lack of consensus, understanding, and communication contributes to failed strategic planning and implementation. The findings supported Bourgoin et al.'s assessment. Moreover, all participants discussed the need to improve communication regarding strategic planning. Many participants stated that communication on

strategic plan updates should occur during weekly leadership and person-to-person meetings or in town hall settings throughout the organization. Some executives mentioned their intention of inviting a facilitator to help with the next strategic planning meeting.

Therefore, FQHC leaders must learn to increase awareness and effectively communicate the importance of participation in strategic planning among leadership, key stakeholders, and staff. Likewise, FQHC leaders should invest in staff education concerning the general mission and purpose of FQHCs, adding to the importance and urgency of planning. Reminders in the general mission of federally qualified health centers may prompt staff to refocus on the underserved population's needs, provoking a sense of urgency. Additional reminders of FQHC history may also aid in providing a sense of purpose. The findings suggested participants may become so focused on their own roles within the organization that they forget or neglect the company's overarching mission. The study participants mentioned such challenges when asked about barriers affecting strategic planning. For example, P14 stated, "We've had quite a bit of turnover within top management. Some of my coworkers are also new to their positions because none of them had ever heard of strategic planning either." P14 has been with the company for two years and in the current role for 1 year. Conversely, P6 revealed,

This time, we're trying a new concept. [We're] using town hall meetings with C-suite and staff at each site. The schedules will be blocked for a couple of hours to discuss issues with everyone at each site. It's also for feedback and communication of the strategic plan.

Lack of Communication. A lack of communication between senior, middle management, and staff reduces the opportunity for FQHCs to plan and manage its company's strategic outlook adequately. The participants disclosed the existence of communication barriers within their organization, prior to the pandemic. All participants stated there was very little to no

communication of the strategic plan with essential leaders and staff. For example, P2 denoted, “Our strategic planning was mainly C-Suite and maybe a couple of other managers. It was mainly top-level heavy. P2 has been with the company and in the current role for six years. P13 added, “To be really honest, we have not done strategic planning since I've been with this company. It's been referenced several times, but I have not seen it.” P13 has been with the company for one and a half years. P3 revealed,

In the past we didn't do a good job at getting feedback on what's working or what's not and therefore, some of our goals were not met during the past strategic plan. Those are the two biggest things, miscommunication and of course, the change of anything or any process.

The findings reveal shortages in qualified staff and leadership, ineffective communication, and perceived lack in the importance of strategic planning are major challenges for non-profits, specifically for FQHCs. Participants preferred internal promotion to fill leadership roles, when necessary. However, some participants experienced frustration with the lack of training for individuals promoted to leadership positions. The findings also suggested that staff shortages may be more common in rural areas. For example, P9 stated, “It's been hard lately to recruit, especially since COVID-19. It seems that people just don't want to work.” P12 added,

Not having the right tools at your disposal and resources available are some things that can sometimes be a roadblock. Like having the right number of people for the right [number] of jobs. But I think everybody struggles with that. We just all don't have enough help. It's just kind of where we are.

Theme 2: Involving Key Stakeholders

Involving key stakeholders has also been a barrier for many FQHC leaders developing strategic plans. Several participants revealed the strategic plan was never shared with staff outside the C-Suite. Likewise, invitations to participate in strategic planning meetings were not extended to middle and low-level managers for their input. Participants also mentioned a lack of buy-in for projects that senior management intended to implement. Therefore, some staff were simply resistant to change. Ates et al. (2020) explained that lack of commitment and buy-in from middle and lower management may cause unsuccessful strategy implementation. Moreover, studies show that quality strategies inclusive of essential stakeholders are essential in implementation, buy-in, and organizational change. The findings revealed that most FQHC participants acknowledged the absence of key stakeholders, such as middle and low-level managers from previous strategic planning meetings. For example, P1, P4, P9, and P19 disclosed the exclusion of essential stakeholders in strategic planning. P4 added, “We were more top-heavy working on the strategic plan ourselves and not getting enough input from the other staff. They won’t totally be on board on something they weren’t a part of.” According to Shulga (2021), 70% of change implementations fail because of employee change resistance and lack of buy-in.

Furthermore, involvement of multiple essential stakeholders promotes collaborative and effective strategic management practices (Shumate et al., 2017; Wright, 2020). Stakeholder involvement promotes connectedness to strategic goals and mission statement, generating greater buy-in, commitment, and agility. Participant leaders from FQHCs shared that their organizations have either started or intend to include essential stakeholders in strategic planning meetings. All senior executives expanded on the indispensable input, increased buy-in, and positivity that can generate by inviting additional managers and supervisors to participate in strategic planning

meetings. Likewise, stakeholder participation is an approach for FQHC leaders to create teamwork. Leaders from FQHC A included other key stakeholders in its strategic planning meeting, for the first time this year. For example, P2 stated,

We got with TACHC, our primary care association (PCA) and they did a bigger session with a lot more people, where we could get a lot more input and ideas that we hadn't thought of. Because they're more on the ground and they know more of what's going on. So, it was helpful to work with them this last session. I thought that it was more productive that way.

Additionally, one subtheme, improving communication, emerged as participants shared their experiences involving key stakeholders in strategic planning meetings and recognized the significance of adding key staff in their future meetings. Besides promoting greater teamwork, involving key stakeholders' aids in improving communication, collaboration, transparency, and teamwork, critical attributes in fostering ownership and buy-in and for creating a sound organizational culture.

Improving communication. Researcher reveal that effective communication helps increase quality and transparency while reducing ambiguity. Effective communication and relevant training expand and empower employees' capabilities, leading to greater productivity and quality performance (Horvath et al., 2018). The findings supported this assessment. For example, P1 stated, "The most important thing we need to do is to communicate these goals and our actual plan with staff, with everyone in the organization." Additionally, P4, P6, and P16 revealed that they were prioritizing communication by spending time with staff at all locations. P17 added,

Implementation is going to come down to us, we take the motto, see one, do one, teach one, and so it's definitely going to take us going into the clinic, communicating with the clinic staff, and demonstrating, and have them return that demonstration. P13 stated, “We are really trying to transition to delivering information from the C-Suite down to leadership and having leadership trickle that down to their staff members.” Additionally, P4 indicated,

The first time we went through it, it was tough. I remember it being something that was new to many of us, especially in regard to a FQHC. So, we did our best to kind of filter it through our organization. This time we're being much more strategic, and we brought other leaders of the organization, not just administration.

Furthermore, results confirmed that FQHCs must learn to develop strategic decisions, incorporating multiple perspectives, creating better business practices, and improving organizational performance (Ayoubi et al., 2018; Mintzberg, 1977). Mintzberg added that strategic decision-making flow from the planned and unplanned decisions, leading to strategy formulation and implementation through a learning process. Figure 2 illustrates strategic decision-making (Mintzberg, 1977).

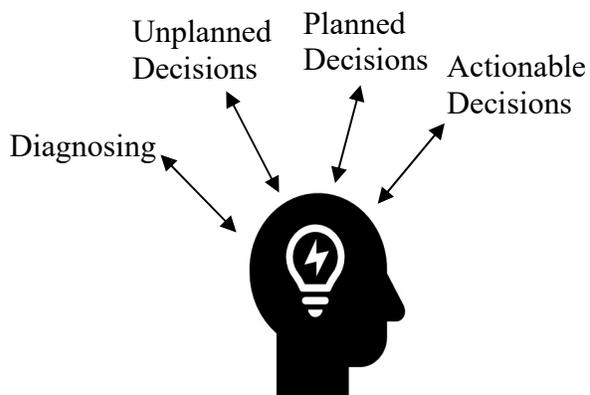


Figure 5. *Strategic Decision Making (Mintzberg, 1977).*

Theme 3: Improving Organizational Culture

Burgelman et al. (2018) stated that a strong organizational culture contributes to successful change management, as exemplified in sound strategy processes and practices. Coutts (2021) supported the concept that culture influences change management practices. Moreover, when asked about culture, most participants described it as family oriented. However, some participants also described their organization as challenging and stressful. For example, P1 stated,

Without culture you have no direction. Bad culture will not give you the number one asset that we all need, which is great staff. They go hand in hand. Culture is being able to have good people and also that it's very clear as to what those goals are and that we're moving all together towards that.

Additionally, P10 stated, "I think the staff are the ones that make us or break us. I think that by them understanding and owning it, is going to make us successful. It needs to come from them." Furthermore, many participants supported Mintzberg's management theory that company culture must include staff who are willing to hear multiple perspectives and manage change appropriately to succeed. Unanimity existed among participants that relevant staff training, staff satisfaction, and ability to cope with change help create a sustainable organization. The effective use of management and dynamic capabilities also support a stronger organization that can withstand complex environments, potentially creating competitive advantages (Erickson & Rothberg, 2017; Evans et al., 2017).

One subtheme emerged, *Change Management*, as participants discussed improving organizational culture. Shepherd et al. (2017) posited that missed and costly opportunities are the

result of failure to detect change and inability to adapt. However, some participants considered adapting to change as a measure of organizational improvement. P3 stated,

The biggest challenge is the reluctance to change. I think everybody wants change, everybody wants things to improve but when you're talking about possibly changing the way you're running your daily operations, it kind of gives everybody a scare. I think it will always be a challenge with anything.

Change Management. AlManei et al. (2018) maintained that change may classify as the continuous renewal of an organization's capabilities required to operate, perform, and align with the external environment. The leaders from three-participating rural FQHCs revealed that many strategic goals ceased during the COVID-19 pandemic, as the primary focus was on daily management of their organization during this challenging time. However, P3 mentioned,

COVID brought in a lot of new things to look at, such as telehealth, whereas before it was a pipe dream of hopefully one day, we can do this to now we have to figure out how to make that work successfully for us. So that was definitely one challenge. The other challenge would be the hesitancy of change for some of the staff. Some are really reluctant to change anything. You have some that are well-adapted and some that are not going to get it or want to get it.

P4 added,

It's just meeting people where they are and trying to develop them the best we can. There's going to be a natural resistance to some of it and we'll have to help people manage the change, communicating that this is where we're going to and this is what we're changing to make it better, helping people through that.

Without adequate and strategic leadership, there can be many missed opportunities for improvement. Therefore, leaders must constantly scan their environment, taking advantage of unforeseen opportunities, reinforcing, or developing new capabilities, adapting, or introducing new changes, and continually reassessing (Agwunobi & Osborne, 2016; Bolisani & Bratianu, 2017; Loureiro et al., 2019; Senge, 1997; Teece & Leih, 2016). Furthermore, an organization's culture must remain flexible and agile during rapid change.

Figure six includes a changing landscape, depicting a shifting environment while leveraging dynamic capabilities to manage unknowns. However, continuous awareness may highlight shifting landscapes during ambiguous periods, providing management the opportunity to recognize and respond to potential challenges, while exploiting, reinforcing, and leveraging staff capabilities. Opportunities may also aid in transformational changes within the organization's policies, procedures, processes, and overall culture. Management must often reassess the environment, responding swiftly and repeating the cycle of managing unknowns for the implementation of business strategies and best practices because managing unknowns requires an agile and flexible approach to planning.

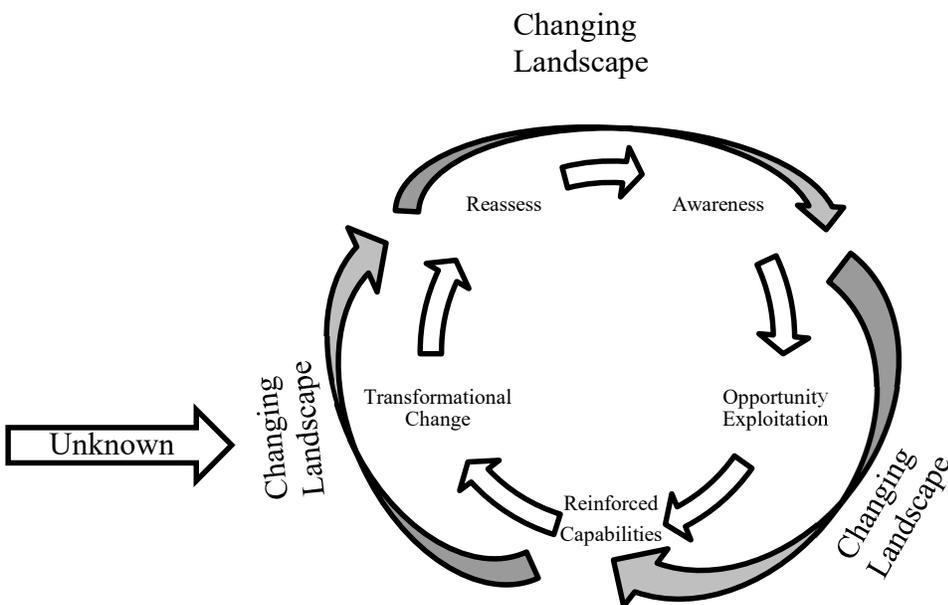


Figure 6. *Managing Unknowns* (Mintzberg, 1977; Senge, 1997; Teece & Leih, 2016).

Theme Four: Staff Training and Development

Participants unanimously discussed the importance of staff training and development for human asset growth and transformational organizational performance. However, several participants acknowledged training is primarily offered to senior leadership, but they desire accessibility to everyone within the organization. Researchers show that increasing human capabilities through staff training and development impact productivity and profitability, promoting organizational success. The integration of knowledge leads to better practice and implementation of strategic changes for improved care (Evans et al., 2017). For example, P8 mentioned the value of a team approach for increasing collaboration and inclusiveness. P4 stated,

Many of our sites are in rural areas and we know we have to develop our talent pool. I didn't just want to develop them professionally, but I wanted to develop them personally to where they felt good about working where they were.

However, P10 denoted, “It's easy to say that we want to train people better but how do we train them? Who do we get to do that training? What kind of training is essentially always the challenge.”

The findings revealed that FQHC leaders must develop the necessary characteristics of strategic leadership for incorporating and improving effective communication and knowledge processes and concepts. A dynamic culture emerges when leaders empower their employees, increasing their capabilities and capacity through relevant training and effective communication. Furthermore, strategic organizations must also develop into learning organizations that promote adaptability, responsiveness, and innovative solutions in dynamic environments (Bolisani & Bratianu, 2017; Senge, 1997).

Figure seven includes the attributes of a learning organization. Senge (1997) emphasized the significance a learning organization adds to a company's success, particularly in ever-changing environments. Senge added that adaptive learning (learning from experience) and generative learning (learning to improve creative capacity) should combine for the organization's survival. Therefore, organizations must view skills and practices as contingent upon innovative processes.

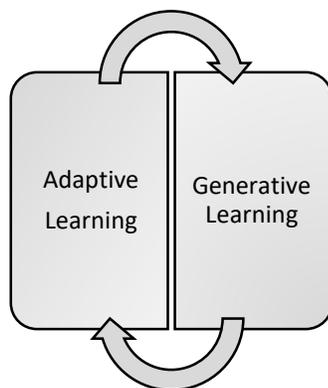


Figure 7. *The Learning Organization (Senge, 1997).*

Theme Five: Promoting Agility

Participants agreed that healthcare's dynamic and shifting environments require increased awareness and competencies. For example, P1 revealed that the management team's capabilities assisted the organization align with its goals. P2 and P6 added that providing the right tools for the job can aid in promoting agility. However, P8 explained that although she may not always like change, she must remain positive, include key stakeholders, and view multiple perspectives to gain the buy-in required for promoting necessary changes. Many participants also expressed frustration working with narrow-minded staff and leaders that are intolerant of new concepts and opinions, mentioning that everyone must be receptive to progress improvement. Harsch and Festing (2020), posited that agility promotes the necessary awareness and detection of opportunities that lead to success. Harsch and Festing added that the management of human assets is part of an organization's dynamic capabilities that fosters agility and employee retention. The results revealed that all participants agreed with Harsch and Festings' assessment, stating that change is difficult and may often become a threat, but necessary for improvement.

Theme Six: Developing Solid Relationships

Many non-profits, particularly FQHCs, depend upon additional assistance from strategic partnerships. Strategic alliances are essential to non-profit success, resulting in successful cross-sector collaboration (Intindola et al., 2016). Intindola et al added that the advancement of societal needs is greatly supplemented with cross-sector cooperation. Unanimity among study participants that strategic alliances contribute significantly to their organization's sustainability. For example, P3 stated that community alliances have furthered their company's progress on significant projects adding, "It has offered us the opportunity to expand, remodel, and purchase new equipment that's been needed." Some participants also mentioned how a local mental health

authority partnership has improved and expanded access to care for their patients, while others described how school district alliances helped provide critical school-based care. Additionally, participants mentioned how teaching university partnerships provide substantial clinical support, a great benefit, particularly for understaffed rural health centers. Furthermore, the findings revealed that all participating FQHCs have some sort of affiliation agreement with local hospitals, a requirement of HRSA.

Figure eight includes the decisional, interpersonal, and informational managerial roles that must develop and become well-managed to increase organizational success (Bartelings et al., 2017). The decisional role consists of “entrepreneur, disturbance handler, and resource allocator”. The Interpersonal role consists of “figurehead, leader, and liaison”. The informational role consists of “monitor, disseminator, and spokesperson” (Mintzberg, 2009, p. 45). Non-profits must learn to develop strategic decisions, leverage stakeholder relationships, and effectively communicate their strategic plan.



Figure 8. *Decisional, Interpersonal, and Informational Managerial Roles (Mintzberg, 2009).*

Representation and Visualization of the Data

Note: Data representation and interpretation describe the significance of data collected from patterns, categories, and themes created by analysis (Creswell & Poth, 2018).

Creswell & Poth indicated that the analysis process includes data representation within a table configuration, displaying a visual representation of possible clusters or comparisons and patterns of the data. The researcher utilized word clouds, tables, and graphs to display data patterns from the research findings and literature.

Participant demographics represents a clearer understanding of the barriers and challenges within FQHCs. Figures nine through eleven includes the distribution of participants broken down into three categories, participant age distribution, tenure of participants, and tenure of participants in current role. Figure nine includes the participant's age, ranging from 30 to 70 years old. The average age was 46.5. Figure ten includes a near even split of 24% among each tenure category, with an outlier of 5% in the 12–14-year category. Figure eleven includes the tenure of participants in their current role. Figure eleven reveals that most participants have been in their current role between one to three years with 14% at less than one year.

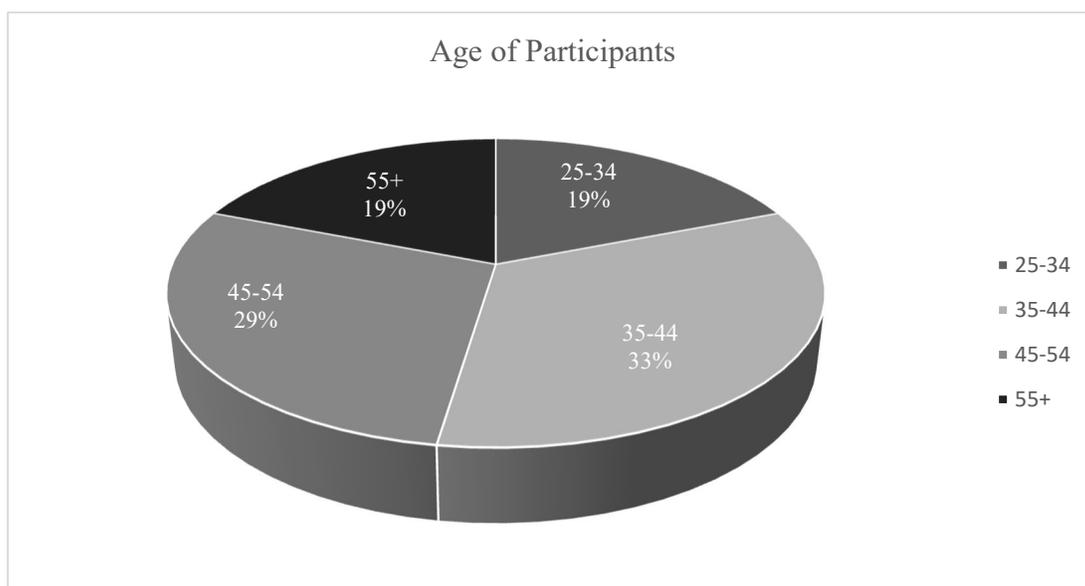


Figure 9. *Participant Age Distribution.*

Note: Figure nine represents the importance of adequate and relevant leadership and managerial training, particularly within non-profits.

The findings illustrated that 33% of participants were between 35-44 years old and 19% were between 25-34 years of age. FQHC leaders may consider developing mentorship or coaching programs to encourage and support new and uprising leaders, ensuring future operational and fiscal success. Mentors provide additional support, acting as an advisor and acquaintance, whereas coaches provide support to facilitate personal development (Koopman et

al., 2021). Koopman et al. added that mentoring or coaching can contribute to a leader's success. Therefore, non-profit leaders should leverage competent staff to help train new leaders within the organization, specifically during new staff orientation, or assisting in development of training programs.

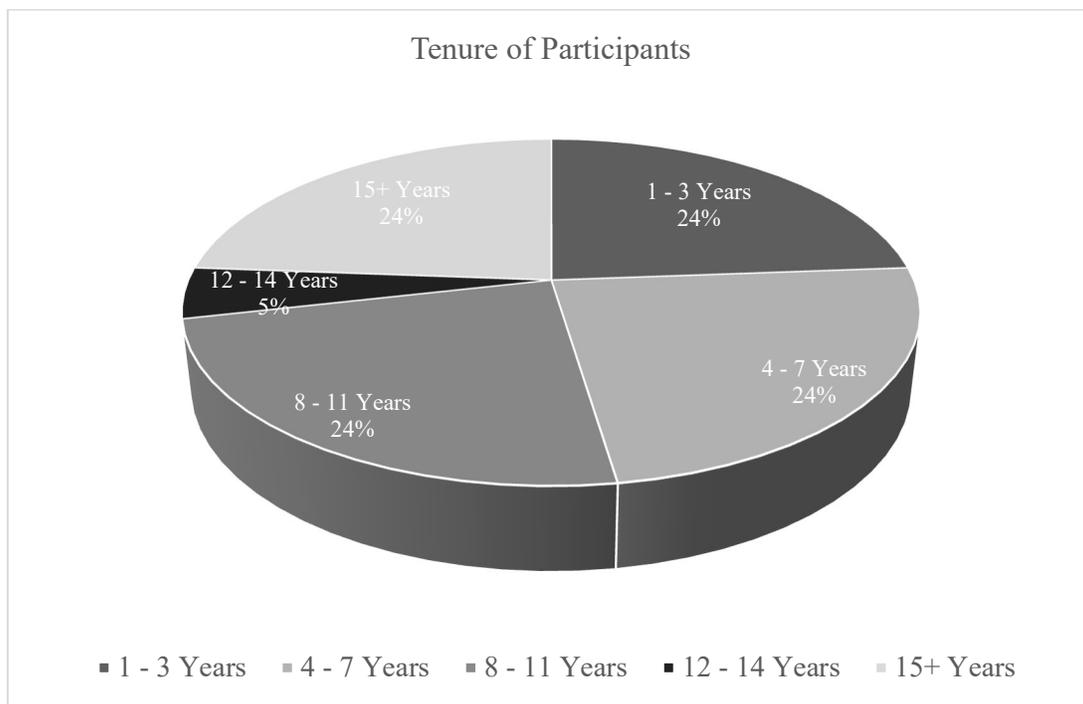


Figure 10. *Tenure of Participants.*

Note: Figure ten displays new employment and staff retention challenges for FQHCs and many non-profits.

Consequently, figure ten includes the importance of HR's role, ensuring staff satisfaction, empowerment, motivation, and effective communication are actively enforced within the organization. Moreover, Lavy and Littman-Ovadia (2017) stated that a company must include a positive culture. Therefore, the culture contributes to increased work engagement, employee job satisfaction, self-fulfillment, and productivity.

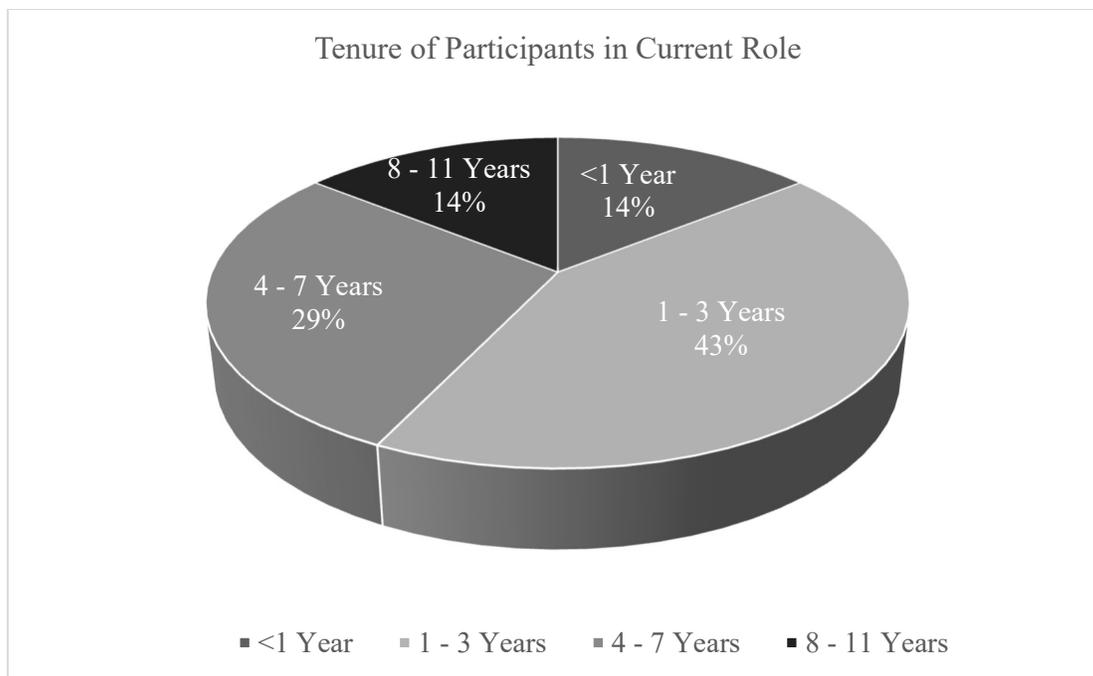


Figure 11. *Tenure of Participants in Current Role.*

Note: Figure eleven reveals a significant finding, indicating forty-three percent of participants have been in their current role less than one year to three years.

According to Horvath et al. (2018), a company's leadership and culture are critical components of sustainability and survival. Horvath et al indicated that a dynamic culture is generated when leaders empower their employees, increasing their capabilities and capacity through relevant training and effective communication. An opportunity to strengthen and add new capabilities exists between tenured and less tenured staff. Employees in this category can learn from one another to help overcome barriers to culture and learning, particularly if a generational and experience gap exists. However, an organization's culture can also enhance or inhibit learning transfer, making it difficult to apply newly acquired knowledge and skills (Brion, 2023). Therefore, knowledge can occur as a strategic resource that can maximize operational and fiscal performance when managed and exploited appropriately (Loureiro et al., 2019; Qasrawi et

al., 2017). Non-profit leaders must develop coaching and mentoring programs to aid in the training of new and inexperienced employees.

Table two represents participant demographics, including the number of participant interviews conducted, the number of years participants have been employed with the company, the number of years participants have been in the current role, and the participant's age. The participant demographics are significant because they represent challenges discussed throughout the six themes and research questions of the study.

Table 2

Participant Demographics

Participant Number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Years with the Company	13	6	15	10	8	10	28	16	8	23	4	4	1.5	2	15	2	3	<1	6	6	11
Years in Current Role	4.5	6	7	7	8	2	11	3	1	3.5	1	4	1.5	1	1	1	<1	<1	<1	6	11
Participant Age	39	68	50	39	52	53	50	39	36	61	45	53	45	34	40	39	30	34	33	70	67

Relationship of the Findings

The findings from the study included insightful information gathered from the participants' responses and experiences, observations during leadership meetings, and company documents. The researcher identified themes and examined the relationships between the literature review, research questions, anticipated themes, and conceptual framework. Furthermore, the researcher discovered that the results support the literature review and research questions.

The Research Questions

The research questions included the concerns and consequences of inadequate strategic planning and management, along with mitigating strategies. Furthermore, the research questions and results confirmed that decision making is an essential function of strategic planning and management for any organization (Mintzberg, 2004; Parikh, 2016). The correlation between the six themes and research questions is displayed on table three.

Table 3

Themes Discovered Associated to the Research Questions

Research Question	Theme
RQ1. What are the causes of failure in non-profit organizations developing viable strategic management plans?	Lack of Staff and Qualified Leadership
RQ1a: How can non-profit organizations develop effective strategic planning processes?	Involving Key Stakeholders
RQ2: How can strategic planning promote efficient responsiveness of non-profits' economic environment?	Improving Organizational Culture
RQ2a: How can organization development (OD) contribute to the financial success of non-profits?	Staff Training and Development
RQ3: How does the external environment affect strategic management planning in non-profit organizations?	Promoting Agility

RQ3a: How can alliances within the external environment help create a competitive advantage for non-profits?

RQ1: What are the causes of failure in non-profit organizations developing viable strategic management plans?

RQ1 Theme 1. Lack of Staff and Qualified Leadership

The findings revealed that staffing shortages and inexperienced candidates contribute to a breakdown in communication and transparency, further impacting the importance of strategic planning. Likewise, rural FQHCs may be more prone to practitioner recruitment challenges, triggering financial and operational limitations. According to Miller (2018), a lack of human capital, time, and additional resources may contribute to the failure of non-profits retaining a strategic plan. The findings supported Miller's assessment. For example, P10 commented, "I think that the major factor in our case has been the lack of department leadership. We didn't have qualified personnel to lead some of those projects." Additionally, several key leaders shared they lacked prior experience as a manager and have never taken part in any strategic planning prior to their new role. For example, P14 stated, "I don't have any prior experience, as this is my first time working for a health center. P16 echoed, "I'm new in this role so some of this stuff I haven't necessarily experienced yet." Many participants voiced the need for improved leadership and managerial training, as some believe it to be inadequate. Participants unanimously agreed that staff turnover and qualified candidate recruitment are major barriers.

The findings revealed that building solid relationships with community partners is a practical approach for improving value-added services. The findings showed that FQHCs can

leverage partnerships with higher learning institutions, teaching hospitals, and other community partners to secure additional resources, including clinical support comprised of medical residents, x-ray technicians, and lab workers, expanding patient care. Additionally, RQ3 and RQ3a provide examples of leveraging this type of relationship.

Secondly, the findings revealed that many FQHC leaders struggle with effective communication, impacting staff buy-in and change resistance. Participants unanimously agreed that communication, leadership, change resistance, performance management, resources, staff engagement, and time are internal barriers that may contribute to strategic implementation failure (Cândido & Santos, 2019). For example, many participants explained that lack of communication, chain of command, staff turnover, and burnout are issues. P4 stated, “Maybe we would touch on some of the things in the all-staff meetings as far as strategically, what we were going to be doing, but we never really did a mass communication with the staff on the strategic plan.” P13 added, “We discovered a lot of areas that were not communicated effectively. Sometimes, they were not communicated at all. It is evident by each location doing what they want and there is not any sort of cookie cutter model.”

Furthermore, results show that effective communication concerning strategic planning and implementation should be consistent throughout the organization. Studies includes demonstrating that sustainability strategies, including capacity building, organizational changes, revenue diversification, partnerships, and communication, are essential for the successful strategic management of on-going operations in critical healthcare services (Rural Health Information Hub, 2021).

Thirdly, the findings suggested a lack of importance given to strategic planning. According to Gratton (2018), non-profit leaders underutilize or lack in their strategic planning

tools, overemphasizing the development of a written plan instead of implementing organizational change. For example, P1 explained, “The strategic plan became a narrative that was housed in a folder and never looked at. Out of sight, out of mind.” P10 added, “I think in the past it was developed and we didn’t touch it as a team until it was time to update it for the next strategic planning.” Additionally, P8 revealed, “One of the biggest challenges is getting as much supervisor attendance as possible at the strategic meetings. Some of them may not understand the importance of strategic planning.” This perspective may demonstrate a lack of communication regarding strategic planning and its importance to organizational success within FQHCs. For example, P18 stated, “I would say some of our leadership know of what the strategic plan looks like, but I don’t know our whole leadership team probably even knows what it looks like, much less all the way down to the bottom.” Many interview participants echoed similar sentiments.

The findings reinforced staff employment and qualified leadership may be the most challenging barriers inside FQHCs to fully implement and maximize their strategic plan. These challenges contribute to ineffective communication and the perceived lack of importance in strategic planning. Therefore, the participant responses addressed the first research question on the causes of failure in non-profit organizations developing viable strategic management plans.

Although FQHC leaders may struggle to maintain adequate staffing levels, participant executive leaders indicated they have modified their perspective on strategic planning and management to demonstrate the importance of the company’s plan. For example, leaders of FQHC A now refers to the strategic plan as a “living, breathing document.” FQHC B stated they have changed their outlook on strategic planning, and P13 added, “I have referred to the strategic plan as the bible of the organization because that is what we should do.”

the employees is a big plus.” P12 echoed, “Sometimes people have really good ideas, and they never get to voice them, so involving more of your staff in the decision-making.” The findings addressed research question 1a theme two by noting the significance key stakeholders provide in the buy-in of organizational goals. For example, FQHC A explained they included a variety of key stakeholders at its most current strategic planning meeting this year. FQHC B indicated their intention of including additional stakeholders at its next strategic planning meeting later in the year, and FQHC C excluded key stakeholders this year but intends to include them at subsequent strategic planning meetings.

Improving Communication. According to Bourgoin et al. (2018), effective communication delivers impactful change and overall success of strategic planning and implementation. Unanimous consensus occurred from participants that communication should and could improve within their organization. Moreover, FQHC participants explained that annual staff satisfaction surveys reveal communication as the number one item needing improvement. For instance, P5 mentioned,

I think one of my challenges has really been letting everyone know that they can and should be involved in it and teaching them what the steps are in the strategic plan, which by the way, I'm still learning the best I can myself.

P9 added, “Management has to do a better job of explaining why we do what we do to our staff. If it's no, then explain why.” Krupskyi and Kuzmytska (2020) posited that increasing communication helps generate transparency, create effective organizational culture, greater staff commitment, increased productivity, and improved staff satisfaction. All participants unanimously agreed with Krupskyi and Kuzmytska’s assessment. For example, P2 added,

“Communication between departments is most important, so that we all know that we all affect each other.”

Nevertheless, participating FQHC leaders mentioned the recent introduction of their corporate intranet, an internal staff-only website, has improved communication and transparency across the company. The Intranet is utilized for keeping staff up to date on current and upcoming company news. The intranet was the preferred method of keeping staff informed on information, such as new employee hires, staff birthdays, work anniversaries, and other pertinent information. Moreover, utilizing an internal staff website is one approach FQHC leaders can implement to effectively communicate with staff, encouraging staff awareness on company news. Therefore, the findings addressed research question 1a theme two through the involvement of key stakeholders, innovative processes, and improvements in communication and transparency.

RQ2: How can strategic planning promote efficient responsiveness of non-profits’ economic environment?

The findings suggested that a strong culture aids in promoting efficient responsiveness to internal and external environments, as evidenced by themes 1 and two. Moreover, the findings supported Baird et al.’s (2018) explanation that mission, engagement, compatibility, and flexibility are four elements associated with improving or changing organizational culture. When asked to describe the current company culture, the participants responses were internally focused, 43% described it as family oriented, 24% team oriented and committed, 5% are experiencing growing pains, 10% described it as stressful, and 19% friendly and energetic. The participants’ responses omitted externally focused culture results, such as customer or service culture. The internal culture results are illustrated in Figure thirteen, below.

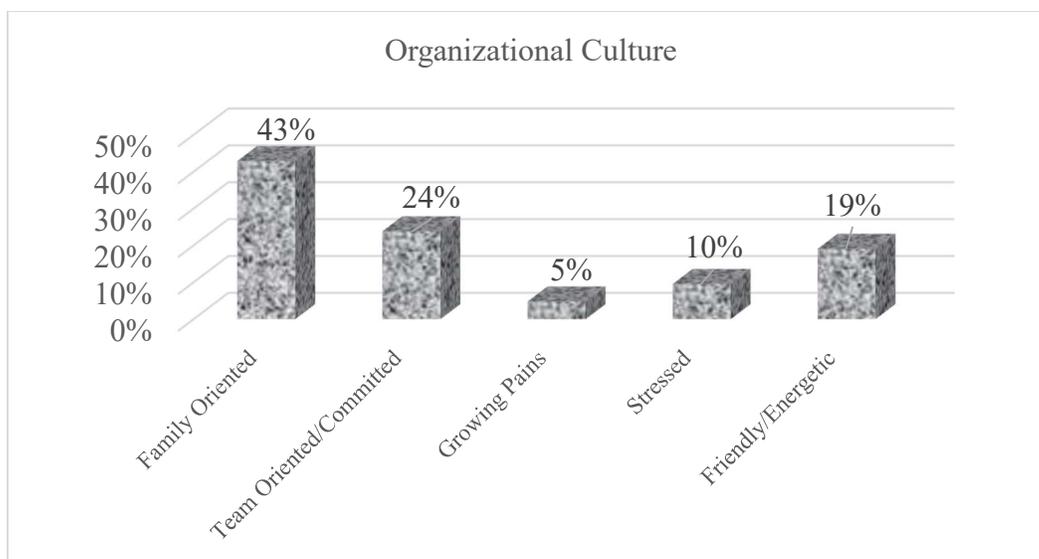


Figure 13. *Organizational Culture as Described by Participants.*

RQ2 Theme 3. Improving Organizational Culture

Effective company cultures promote their mission, expectations, and guiding values, leading to increased productivity and performance (Mohammadi, 2020). All participants unanimously agreed with Mohammadi's assessment. For example, P8, P9, and P18 explained that identifying and streamlining workflows and processes, greater involvement in fundraising, and seeking supplementary federal and state grants aid in increasing revenue. P17 also explained,

We take the plan, do, study, act approach so that we can see if this is working well or if it's not working well. If it's not working well, we can move on to what the next PDSA would be.

Additionally, P11 added,

It seems the big thing is community outreach. Outreach to our patients help bring more awareness. Patients are more willing to come in and just knowing that what we can offer is also impactful. Our patients that came in for medical services didn't know how our dental services worked or the assistance available, or vice versa.

The findings suggested that effective communication and transparency also aid in the improvement of organizational culture. For example, P6 stated “I think organizational culture is everything. Leaders have to be role models. If they don't walk the walk and talk the talk, then nobody will.” Furthermore, organizational culture is most effective when its leadership endorses positivity, transparency, engagement, and effective communication (Teece & Leih, 2016).

Change Management. The incorporation of change management strategies promotes organizational sustainability, particularly when utilizing Lewin’s (1951) or Kotter’s (1996) change model theories. Lewin’s change model theory consists of unfreezing, changing, and refreezing, whereas Kotter’s model contains eight steps including, creating urgency, forming alliances, creating a vision, communicating the vision, empowerment, quick wins, building change, and solidifying the change (AlManei et al., 2018; Hechanova et al., 2018; Thakhathi et al., 2019). Additionally, leaders must incorporate flexibility into strategic planning management for adequately responding to unexpected changes. However, employee commitment and participation are necessary for decreasing change resistance (AlManei et al., 2018; Burgelman et al., 2018; Vito & Sethi, 2020). The findings supported the literature. For example, when questioned about change, P4 stated, “I think it's language. I think it's information, communication, and meeting people face to face and teaching them what language they're supposed to be using and how they talk to their folks.” P2 added,

Building that trust with that person and addressing it would be the best way to mitigate that situation. Just building that relationship with folks. It sounds good but we have to take the time to do our visits and rounding with folks.

Most study participants concurred that effective communication is indispensable for successfully managing in unpredictable environments. Moreover, participant responses regarding

change varied as some senior managers and supervisors believe their organization manage change well, while middle managers disagreed. This sentiment was similar across all three FQHCs.

Furthermore, the findings revealed that ineffective leadership, communication, and lack of transparency negatively impact change management. Therefore, FQHC leaders must improve and reassess their change management strategy, leveraging their culture and organizational capabilities to better serve community needs. Likewise, utilizing Kurt Lewin's (1951) or Kotter's (1996) change models may include effective coping methods for managing in unpredictable and changing environments (Hechanova et al., 2018).

RQ2a Themes: How organization development (OD) contributes to the financial success of non-profits

RQ2a Theme 1: Staff Training and Development

An effective culture defines the organization's mission, values, and expectations it upholds (Mohammadi, 2020). Transparency is also essential in promoting trust and buy-in. Furthermore, several participants elaborated on upgrading staff training and development programs and recognized the need for improving staff capabilities. For example, P7 explained, "I do think it's important to invest in our staff. If they know they matter to us, they will do a good job for us." P8 added, "Educating supervisors is important so they can have a deeper understanding of the process and relay that information to their staff." P2 added, "My biggest interest is in having better training, not just for medical providers but also for all of the support staff. From everyone making the appointments to the nursing staff." The findings suggested that although participants agree on the importance of staff training and development, not all health

centers are providing adequate and relevant training necessary for building their human asset's capabilities.

Nevertheless, FQHC A revealed that it has contracted with an external consultant to train and coach its leadership, while FQHC B is currently searching for an external consultant, and FQHC C is working on pathways for building professional development but did not mention if an outside coaching consultant would be utilized for their leadership team. According to Pandita and Ray (2018), inimitable human assets generate transformational value and competitive advantage, when leveraged and exploited appropriately.

Improving Staff Satisfaction. Positive work engagement directly correlates to job satisfaction, productivity, and self-fulfillment (Lavy & Littman-Ovadia, 2017). Lavy and Littman-Ovadia revealed that the continuous development of employee skills, staff recognition and appreciation add to job satisfaction. Participants unanimously agreed with Lavy and Littman-Ovadia's assessment. For instance, P3 explained, "If you and your employees are not satisfied with what they're doing and don't feel appreciated, eventually that's going to creep out into the patient experience." P3 continued,

If you don't have that welcoming vibe, or comforting culture, it's hard to make any type of process change or strategic plan, or something as big as COVID-19 [manageable]. It's hard to make that successful and adapt to a big change like that if you don't have that good of relationship between management and employees.

P6 added,

What I have found over the years is that many organizations fail because they don't take care of their employees. They take care of their patients, but they don't take care of their employees and therefore, there's a lot of turnovers and a lot of unhappy employees.

The findings suggested that many non-profits, particularly FQHC leaders struggle with retention and staff shortages, leading to possible work dissatisfaction and burn-out. Likewise, inadequate human management impedes a company's growth and strategic mission and must be regarded as essential to corporate sustainability (Pandita & Ray, 2018). Therefore, improving staff satisfaction and engagement must become part of every strategic plan and engrained in organizational culture.

RQ3 Themes: How the External Environment Affects Strategic Management Planning in Non-profit Organizations

RQ3 Theme 1: Promoting Agility

According to Felipe et al. (2017), agile organizations can include business opportunities and increasing organizational performance in response to unpredictable business environment fluctuations. With the ever-changing healthcare landscape, non-profit leaders, particularly FQHC leaders must understand the operational utilization of efficient systems for achieving corporate sustainability. Most study participants reiterated that the healthcare industry endured a lesson in agility in the past three years. For example, P8 and P12 explained that the COVID-19 pandemic was out of anyone's control, prompting their organization to change gears and develop different strategies and goals. P12 continued, "Sometimes you do have to reinvent the wheel. So, sometimes you do have to go back and change some things because of some unforeseen event that happened." Additionally, P14 disclosed,

We have to be willing to change goals, I guess, if we notice they're quickly becoming unobtainable. If we end up having staffing issues, we have to be willing to communicate and realize that what we were planning for is no longer within our sights.

The findings suggested that agility relates to all six themes, as a lack of qualified leadership and key stakeholder involvement, corporate culture, staff development, and alliances affect the ability of non-profits to maintain agile organizations. Therefore, the findings supported Banzato and Sierra's (2016) assessment that strategic leadership influences company decisions, processes, and structure, promoting high-performance, agility, and overall success of an organization.

RQ3a Themes: How alliances Within the External Environment Help Create a Competitive Advantage for Non-profits

RQ3a Theme 1: Developing Solid Relationships

Appropriately leveraged alliances may include essential resources and opportunities vital to non-profit success (Cabral et al., 2020; Feilhauer & Hahn, 2021; Intindola et al., 2016). Non-profit leaders, specifically FQHC leaders, must diligently renew and add to their strategic relationships and alliances. Participants unanimously agreed on the importance external alliances contribute to the success of their organization. For instance, P7 noted,

I think it's having that partnership and support with and from them. If you have a project going on and you have somebody that can support you, you're a whole lot more likely to be successful than if you're working alone.

P9 added, "Our community alliances help our patients get the services they need, including informing the public about our own services." P4 explained, "These funders and private funders have helped us remain sustainable during the tough times when revenue was hit pretty hard."

The findings suggested some FQHC leaders struggle with adequate funding to fully implement their stated goals. However, results also demonstrated that maintaining strong

relationships with community partners not only aids in fiscal sustainability, but also with recruitment opportunities. Furthermore, strategic alliances can provide additional resources that non-profits may not be able to offer. For instance, P5 explained how the relationship with a nearby academic dental university provides an immense benefit to their patients, as dental residents can perform difficult dental procedures to health center patients at low costs. Therefore, research question 3a relates to the study.

Moreover, effective strategic management concepts emphasize the importance of strategic planning and implementation. Developing a deeper understanding of strategic planning and management may aid healthcare leaders in employing significant improvements to their framework that lead to increased organizational success. Likewise, the understanding of sound strategic planning and management can influence non-profits in the efficient responsiveness required for successful organizations. Figure fourteen is an illustration of a word cloud coded to strategic management.



Figure 14. *Word Cloud Coded to Strategic Management.*

The Conceptual Framework

The findings related to all elements of the research framework pertaining to the concepts, theories, constructs, and actors. Additionally, the findings of this study produced six key themes, consisting of, lack of staff and qualified leadership, involving key stakeholders, improving organizational culture, staff training and development, promoting agility, and developing solid relationships. Each theme correlated with the elements within the conceptual framework.

Relationship of the Findings to Concepts

The concepts of the research framework include organizational culture, change management, and dynamic capabilities. The findings related to the concepts identified within the six themes. Each theme included a one-on-one interviews, observations, and company archived correspondence. The findings demonstrated that organizational culture is fundamental in creating a sustainable organization. The findings also revealed organizational culture sets precedence for effective dynamic capabilities that aid in greater profitability, productivity, and improved change management practices. The themes related to the concepts by identifying a greater need for communication between leadership and staff, stemming from a lack of qualified leadership and staffing shortages. These themes related to a finding for more involvement from key stakeholders, essential for improving organizational culture and evidenced by senior management's requirement of inviting additional key stakeholders to strategic planning meetings. Furthermore, results demonstrated the need for additional coaching, relevant staff training, and mentoring, a requirement for improving staff capabilities aiding in the promotion of agility and change management skills. Lastly, the findings on the development of solid external relationships related to the research framework by recognizing the influence external strategic

alliances and partnerships impact federally qualified health centers. The findings revealed that solid partnerships help FQHCs remain sustainable, particularly during challenging environments.

Relationship of the Findings to Theories

The study findings related to both theories within the research framework, including the Mintzberg (2004) theory of management and servant leadership theory. Mintzberg's theory of management includes the premise that strategic management include the acceptance of diverse opinions and viewpoints, beginning with relevant information from multiple perspectives, working with several stakeholders, and followed by implementation or action (Ayoubi et al., 2018). The results also supported and relate to Mintzberg's managerial roles, consisting of interpersonal, informational, and decisional categories. The findings revealed that although participants unanimously agreed with the Mintzberg's theory, few employed this concept. The findings of themes 1 through 3 related to this theme as the findings demonstrated that some participating health centers did not include key stakeholders or accept diverse opinions from multiple leaders. This finding can attribute to a lack of qualified leadership, staffing shortages, and relevant leadership training. The results also revealed that many FQHCs experience these challenges to some degree.

Additionally, the Servant Leadership Theory supports the notion of an empowered organizational culture, as a servant leader emphasizes integrity, placing the needs of others ahead of self, in contrast to the current cultures (Liu, 2019). The findings discovered that all participants held their current executive director in high regard and exhibited servant leadership attributes, but that was not always the case. Participating executive directors and CEOs unanimously agreed on communication improvement concerning their vision and goals for the company. All executive directors and CEOs concurred that improving organizational culture may

lead to effective communication and improved staff capabilities and expressed a desire to work toward those goals. The findings also related to senior and middle managers' roles within the organization as they observe and learn from the executive director. Senior and middle managers will perform similarly towards their subordinates, passing that attribute on to the "boots on the ground" staff.

Relationship of the Findings to Actors

The participating actors within the conceptual framework comprised of twenty-one executive, senior, and middle management leadership within administrative, clinical, and IT roles in three rural federally qualified health centers in Texas. The findings correlated to the actors as demonstrated in all six themes. The findings illustrated the interconnectedness each staff member and department within the organization impacts the overall success of the organization. Further, studies include that executive leaders expect to set the tone, or organizational culture for the company. The findings also indicated that many non-profits, particularly FQHCs, must leverage employee strengths to effectively operate and manage their organization, particularly in unknown and challenging environments. Likewise, leaders must create and strengthen strong community alliances to assist during unpredictable and unforeseeable events. When leveraged appropriately, internal, and external alliances can provide the necessary resources and opportunities to industries that adequately manage and exploit their use (Panico, 2017). For example, all participants mentioned the financial contribution and resources community partners provided during COVID-19. Furthermore, each actor influences the direction of organizational culture and engages in a vital role within the conceptual framework. Therefore, the findings strongly demonstrated a relationship between the identified themes and actors.

Relationship of the Findings to Constructs

The constructs within the conceptual framework included strategic leadership, intrinsic motivation, and alliances. The findings related to the constructs and are identified in all six themes. The findings in theme 1, lack of staff and qualified leadership supported strategic leadership as essential to non-profits that often lack resources and are susceptible to staffing shortages. Theme 2, involving key stakeholders, also related to strategic leadership by involving key stakeholders for the effective management of communication, collaboration, and buy-in. Themes 2 through 4, involving key stakeholders, improving organizational culture, and staff training and development, supported intrinsic motivation, as results demonstrated that inclusion of key stakeholders increases staff morale. Additionally, the findings also revealed that productivity bonuses, improved staff training and development, and job flexibility aid in increasing staff confidence, optimism, and agility (theme 5). Theme 6, developing solid relationships, supported the significance strategic alliances have on the sustainability of non-profits. For example, all participating FQHCs expounded on the aid and reliance community partners, such as hospitals and school districts, contribute to the improvement and expansion of health center services.

Anticipated Themes

Creswell and Poth (2018) explained the coding process should create expected, surprising, and interesting information that develops into themes. The researcher anticipated similar findings throughout the research, focusing on FQHC's ineffective strategic planning, implementation, and management strategies. The researcher anticipated a lack in staff, qualified leadership, key stakeholder involvement, and ineffective communication would be some of the

top challenges that FQHCs experience. Therefore, the findings related to all six discovered themes within the study.

However, the researcher discovered unexpected themes, including a perceived lack of urgency in strategic planning communicated from senior leadership and lack of awareness and staff engagement. Anticipated themes such as the importance of strategic planning and staff awareness and engagement were not regarded as essential to organizational culture. The findings showed that participant FQHCs created a strategic plan every three years but did not include key stakeholders, prioritize, or share the strategic plan with the rest of the company. This researcher was also surprised to find a perceived lack of importance in strategic planning, as the meetings were not mandatory for the leadership team. This finding related to themes 1 through 4 and emphasized the significance of effective communication to strategic planning across the organization. Moreover, staff shortages contribute to a lack of awareness and employee engagement necessary to maintain morale. The researcher discovered that a lack in effective communication leads to a lack of awareness and staff engagement. These findings related to themes 3 and four. Unanimity among participants existed and a lack of awareness and engagement produced burn-out and work dissatisfaction, creating an undesirable environment. Additionally, newer staff were often unsupported or inadequately trained in their roles. Consistent staff training and development aid in increased staff satisfaction, empowerment, and productivity, promoting adaptability (Mohammadi, 2020). Essential traits for managing in unexpected and challenging environments existed.

Furthermore, Nakamura et al. (2019) posited that strategic alliances are fundamental to FQHCs, as many FQHCs do not include specialized services that can further benefit the patients served. Therefore, FQHC leaders are strongly encouraged to form partnerships and alliances with

private, public, and other non-profit community members and entities. The findings showed that all participants in FQHCs have some sort of partnership with hospitals, schools, or other community members. Therefore, theme 6 relates to this finding.

The Literature

The literature review section assessed the benefits and challenges of strategic planning and management and how non-profits, specifically FQHCs, can overcome barriers to successfully manage and implement their strategic plans. The discovered data further supported strategic planning and management within the conceptual framework. Moreover, the researcher reviewed the relationship of the findings and discussed the similarities and differences.

Theme 1, Lack of Staff and Qualified Leadership identified challenges participants expressed as a major barrier to effective strategic planning and management. The literature review supported these findings. During the interviews, participants expressed frustration with ineffective leadership and finding quality candidates. Some participants expressed feeling overwhelmed with additional job duties assumed. Participants unanimously agreed that finding quality candidates in rural areas is much more challenging than in urban areas. Results confirmed that ineffective communication and strategic planning's perceived lack of importance are internal barriers that can play a vital role in the failure of implementation and management (Cândido & Santos, 2019).

The findings in Theme 2, Involving Key Stakeholders, Theme 3, Improving Organizational Culture, and Theme 5, Agility relate to the literature. Developing effective strategic planning processes requires strong organizational culture and involvement of key stakeholders, as indicated in the literature review. Participants revealed that involvement of key stakeholders' aid in the development of effective strategic planning processes and improved

communication. However, all participants stated that several key stakeholders were not invited to join in past strategic planning meetings. Additionally, the findings discovered that improving organizational culture promotes greater awareness and increases change management capabilities and agility. Burgelman et al. (2018) discussed that strategic change management leads to long-term organizational success when focusing on strategy practices and processes, exemplified within an organization's culture, operating procedures, and routines. Therefore, quality strategies must include middle and low-level managers and other relevant stakeholders essential in change and implementation buy-in.

Theme 4, Staff Training and Development showed that investing in employees may contribute to increased staff satisfaction, motivation, productivity, and organizational success. The responses supported the literature, as each health center mentioned the importance of keeping staff motivated, particularly in rural communities. However, several participants mentioned feeling lost and overwhelmed in their promoted roles, believing they had not received adequate managerial training. Moreover, Jensen and Bro (2018) posited that strategic leadership is essential to staff motivation and communication. Farhan (2021) added that strategic leadership exemplifies practices that foster authentic relationships, instill motivation, encourage improvement, and integrate change. Likewise, servant leadership cultivates a growth culture, promotes greater teamwork, higher productivity, and long-term organizational success. The findings supported the literature, as all three FQHCs mentioned the recent development of bonus programs, flex work times, and part-time options for their staff, adding that the rural environment requires them to be more creative within their human resource development program.

Theme 5, Agility helps an organization's ability to respond quickly to environmental factors, driving operational efficiency and success (Kharub et al., 2019). The findings supported Kharub et al.s' assessment. However, many participants mentioned not being fully prepared for many external factors that sidelined their strategic plan, specifically during the initial COVID-19 pandemic. Furthermore, all participants recognized the need to improve in this area and will look for ways to progress in the future.

Furthermore, the findings of Theme 6, Developing Solid Relationships supported the literature's assessment. The exploitation of alliances expands capabilities and resources, which help create added value for non-profit entities (Coupet et al., 2020; Panico, 2017). All FQHC leaders mentioned the support received from community partnerships aided in their fiscal sustainability, particularly during the COVID-19 pandemic. Therefore, the responses received aligned with the literature that long-term partnerships and alliances contribute to the overall success of an organization (Cabral et al., 2020).

The Problem

The findings in this study showed that a lack in strategic planning and management greatly impact the creation of sound strategic objectives, resulting in FQHCs' vulnerability to unpredictable environments. The findings supported the need for an organizational culture that promotes effective communication and dynamic capabilities. Dynamic capabilities ensures that management can develop much-needed competencies that improve organizational culture and change management strategies. Additionally, the literature review supported this study by including dynamic capabilities that may increase productivity and profitability (Teece & Leih, 2016; Tseng, 2016). Furthermore, incorporating dynamic capabilities boosts leadership development with necessary competencies for generating and managing improved business

practices, leading to organizational success. Additionally, healthcare strategies must become flexible and adaptive to withstand its environment because the health care industry is dynamic, subject to regulatory, legislative, and economic unpredictability. Therefore, creating effective strategic plans benefits non-profits, particularly FQHCs, in responding to internal and external pressures, strengthening alliances, increasing patient and staff satisfaction, improving customer and employee retention, and providing greater access to care.

Summary of the findings.

The findings of this research answered each research question and confirmed the literature regarding barriers to strategic planning and management existing in non-profit organizations, particularly FQHCs. The researcher identified six prominent themes of barriers to strategic planning and management within FQHCs. The themes include a lack of staff and qualified leadership, involving key stakeholders, improving organizational culture, staff training and development, promoting agility, and developing solid relationships. The six themes directly correlated to the research questions, conceptual framework, anticipated themes, and literature review.

Moreover, the themes and findings addressed the general problem that non-profits may often develop top-heavy, unmanaged, impractical, uncommunicated, underutilized, and ineffective strategic plans without key stakeholder involvement, and implemented by untrained staff that internally reflect rather than agile and service focused. According to Mohammadi (2020), an effective culture defines an organization's expectations, mission, and values, guiding the policies and beliefs of the company and staff. An effective culture contributes to high-performance, increased employee and stakeholder engagement, and higher productivity.

Therefore, an organization's mission must be clear and consistent, while its goals should be strategically flexible, allowing for stakeholder participation.

Theme 1, lack of staff and qualified leadership, showed the challenges in acquiring staff and qualified leaders, specifically in rural areas. This barrier may often create ineffective communication, particularly disclosing the importance of strategic planning. Theme 2, involving key stakeholders, also addressed effective communication in the involvement of essential stakeholders. The findings revealed that many essential leaders never participated in company strategic planning meetings. The involvement of essential stakeholders' aid in greater buy-in and success in achieving strategic goals. The findings of theme 3, improving organizational culture, addressed the general problem that improving organizational culture positively affects the organization's strategic plan. Most participants articulated their organization has a good, family-oriented culture, although some are experiencing growing pains. Additionally, the results revealed that improving organizational culture may help improve adaptability. The findings of theme 4, staff training and development, addressed the general problem by emphasizing the importance of relevant and consistent training. The findings confirmed that the development of staff competencies aid in creating dynamic capabilities required for long-term organizational and fiscal success. The findings of theme 5, promoting agility, addressed the general problem by showing that strong organizational culture and leadership competencies are associated with a company's ability to adapt to changing environments. These attributes associate with agility, a competency required to navigate through ambiguous situations. Furthermore, the findings of theme 6, developing solid relationships, addressed the general problem by showing the importance of strategic relationships consisting of community alliances and partners. The findings revealed that strategic alliances may help sustain FQHCs in uncertain conditions. The

findings also demonstrated that strategic alliances and partnerships play a vital role in FQHC's ability to expand its services.

The findings signified that adequate staffing and qualified leadership are inherent to sustainable organizational culture, aiding in the creation of sound strategic plans. Participants expressed a desire for increased staff capabilities, promoting optimal performance. Furthermore, the research included that relevant training and development can be instrumental in building capabilities, particularly for health centers experiencing staffing shortages and located in rural areas. Situational awareness training may also help leaders to fulfill strategic plans objectives and goals. Furthermore, the development, exploitation, and leverage of staff capabilities must include fundamental growth strategies and resilience of organizational culture capable of seizing opportunities in any environment.

Application to Professional Practice

The findings gathered from this study are practical, beneficial, and applicable to professional practice for any organization, particularly non-profits. The results include recommendations for creating sustainable strategic plans, enabling improved strategic management processes that affect organizational culture, staff development, strategic alliances, and human asset management strategies. The following section includes exploring how the findings can influence and apply to non-profits, specifically FQHCs.

Improving General Business Practice

Effective strategic planning and management is an established method of improving general business practices. This study's findings revealed the need for best practices, offering practical strategies for improving organizational culture through Mintzberg's (1977) management theory. In addition, the findings revealed a need for Lewin's (1951) change model,

Kübler-Ross's (1973) five stages of grief model, Senge's (1997) concept of field theory, and Greenleaf's (1977) servant leadership theory. These concepts can include sound general business practices combined with Teece and Leih's (2016) dynamic capabilities framework. Additionally, the findings supported the following six themes: (1) lack of staff and qualified leadership, (2) involving key stakeholders, (3) improving organizational culture, (4) staff training and development, (5) promoting agility, and (6) developing solid relationships. Effective strategic planning must incorporate staff development and training reflecting on (a) building core competencies, (b) involvement of key stakeholders, (c) fostering strategic alliances for managing daily and unknown environments, and (d) human asset management.

Lack of Staff and Qualified Leadership

The participants revealed that staffing shortages and inexperienced leadership exist in many FQHCs, particularly rural areas. These challenges contribute to a lack of participation in strategic planning, often leading to ineffective strategic plans. However, the findings revealed how the contribution of strategic community relationships with public, private, and other non-profit corporations benefit health centers. Some benefits include acquiring human assets to volunteer or work at health centers. These relationships often provide complementary skills to staff and specialty services, expanding medical, dental, or behavioral health services to patients. Moreover, FQHC leaders should consider prioritizing the growth of staff competencies, such as building confidence and increasing awareness, which are essential for improving organizational performance. Developing staff competencies are effective methods of enhancing general leadership practices. Furthermore, understanding sound strategic planning and management can influence non-profits in the efficient responsiveness needed for successful organizations (Gamble

et al., 2019). Moreover, strategic planning education is vital to the implementation and success of such strategies.

Involving Key Stakeholders

The involvement of essential stakeholders produces greater transparency, awareness, and adaptability, essential characteristics in challenging environments. The findings supported the involvement and acceptance of diverse opinions and viewpoints as key attributes for effective management and communication. Moreover, active collaboration can produce employee commitment to generate sound strategic plans and create organizational success (Ayoubi et al., 2018). Furthermore, management must increase staff engagement with reminders of their purpose and importance to the company's mission. Increased staff engagement inspires positivity and influence greater buy-in. Leaders must effectively communicate and be consistent in practices generating buy-in necessary to improve and change organizational culture. Therefore, strategic planning and execution must include essential stakeholders as part of general business practices (Gamble et al., 2019).

Improving Organizational Culture

Non-profits should include a culture that encourages innovativeness, inclusion, and best business practices because effective culture influences strategic management. Effective organizational culture also promotes agility, an essential component during a crisis when leaders must decide on frequent changes (Farhan, 2021). The findings showed that improving organizational culture increases productivity and performance (Banzato & Sierra, 2016). Likewise, effective change management is a byproduct of an organization's culture that produces resilient organizations when combined with agility. However, the findings revealed that participating FQHCs may have lacked these attributes during COVID-19 pandemic when leaders

had to make complex decisions. Therefore, leaders must learn to manage change to generate practical strategic decisions effectively. Incorporating Lewin's (1951) change model of unfreezing, changing, and refreezing transforms how organizational leaders cope with internal and external changes when combined with Kübler-Ross's (1973) five stages of grief model (denial, anger, bargaining, depression, and acceptance). This strategy may benefit non-profits and improve general business practices.

Staff Training and Development

Identifying opportunities requires staff engagement and continuous awareness of their surroundings, enhancing best practices (Shepherd et al., 2017). Likewise, sound managerial capabilities are essential for encouraging and improving sustainable practices. Building and fostering leadership competencies ensures resilient and autonomous staff that can progress despite changing and complex environments. Moreover, servant leadership theory contributes to an empowered organizational culture, as the servant leader places others ahead of self (Liu, 2019). Additionally, staff empowerment and intrinsic motivation provide significant sources of creativity, beneficial during ambiguous times. Fostering servant leadership attributes that include dynamic capabilities in staff training and development framework are valuable in any environment, particularly when managing a lean, agile staff.

Promoting Agility

Agility characterizes appropriate traits that aid leaders in overcoming trials during challenging organizational stages, especially when influenced by dynamic capabilities (Harsch & Festing, 2020). The findings denoted that many FQHCs may not incorporate agile practices within their strategic management framework, leading to a breakdown in organizational effectiveness. Consequently, human resource personnel must train leaders in essential concepts

to promote and expand agility. According to Rider et al. (2019), an organization's intangible assets are essential during rapid change, enabling the company to remain agile and steadfast. The benefits include a proactive readiness and awareness of scanning the environment for opportunities that aid in implementing sound business practices.

Developing Solid Relationships

Strategic alliances are essential to non-profit success. Dependence upon successful cross-sector and strategic collaborations provides additional resources promoting cost-effectiveness and service quality improvements (Intindola et al., 2016). The findings showed that leaders in three participating FQHCs created limited alliances that provide beneficial services. However, expansion of strategic alliances is necessary for supporting and improving sustainability, including fundraising opportunities, specialty services, and other indispensable resources. Fundraising is an additional source of revenue stream for non-profits, particularly FQHCs. Therefore, strategic alliances are essential for sharing competencies and resources, and providing best business practices (Panico, 2017).

Potential Application Strategies

Burgelman et al. (2018) stressed that the effective planning and implementation of a company's strategic plan lay the foundation and vision of future endeavors. This study included practical solutions for aiding companies operating and managing in any environment. The findings and literature included sound recommendations, covering various strategic management and organizational sustainability topics. Non-profit leaders must reflect on improving organizational culture, human asset management, and forming strategic alliances to remain competitive and create a dynamic and resilient culture. Likewise, using resources comprised of

internal capabilities, including developing leadership competencies combined with systems thinking concepts and external relationships, promotes and improves industry practices.

Application Strategy 1: Dynamic Management Capabilities

This study included the proposal that non-profits develop dynamic management capabilities to improve management decisions and competencies, particularly valuable in complex environments. According to Felipe et al. (2017), dynamic management capabilities improve organizational agility, flexibility, adaptability, and innovativeness. The findings suggested that some FQHC leaders underutilize many applicable resources in this area. Membership to primary care associations (PCA), such as the Texas Association of Community Health Centers (TACHC), or National Association of Community Health Centers (NACHC) provides guidance specific to FQHC environments. PCAs are non-profit, state, or regional organizations offering a myriad of training and technical assistance, such as live and recorded webinars. In addition, PCAs offer conferences, networking opportunities, mentoring, and coaching programs that can enhance leadership and management skills. Moreover, senior executives may also consider additional in-house training or external formal training for its staff. In-house training, such as monthly lunch and learn sessions can occur during the lunch period, allowing each department to include lunch and learn sessions, through a virtual platform. Additional external, structured, and relevant training and coaching may also prove beneficial. Therefore, developing an effective staff training program must reflect in an organization's strategic plan.

Of the three FQHC leaders that shared their training program strategy, only one has partnered with an external coach to develop additional skills for its senior management team. One FQHC is interested in obtaining external assistance but is unsure how to proceed. The third

FQHC leader stated they are utilizing NACHC's training opportunities and are satisfied with the results. Furthermore, staff development must remain consistent and relevant to make an impact. Leaders must possess the necessary skills to lead effectively. Therefore, organizations should focus on building core competencies before adding additional complex learning. Improving human capabilities also affects the effectiveness and timely responsiveness required to realize opportunities that leaders may overlook. Likewise, dynamic capabilities framework aids in using corporate culture, capabilities, and relationships, improving staff development, increasing morale, motivation, productivity, and profitability, creating competitive advantages (Teece & Leih, 2016).

Application Strategy 2: Systems Thinking

Systems thinking requires leverage as a key principle, which predicates overall rather than the parts and leveraging the obvious with the nonobvious (Senge, 1997). Senge added that individuals have unrealized leverage when focused on their decisions and ignore how their decisions affect others. Therefore, non-profits can generate significant improvement when concentrating on smaller well-focused actions. Incorporating systems thinking into strategic management may add additional value, producing viable strategic plans and best practices. Likewise, combining and implementing a dynamic capabilities framework with a system thinking model, consisting of personal mastery, mental models, shared vision, and team learning (Senge, 1997; Teece & Leih, 2016)), may benefit and improve strategic planning and management capabilities. Furthermore, the convergence of theory and practice, formation of goals and strategies, delegation distribution, and ability to enact quality change, may also assist non-profit leaders in creating quality practices (Mintzberg, 2004; Senge, 1997). Therefore,

strategic management must leverage systems thinking with dynamic capabilities to produce, implement, and execute its strategic plan.

Application Strategy 3: Human Asset Management

Participants unanimously agreed that human asset management is an important factor in employee retention. Human resource involvement is necessary for designing and developing staff training, mentoring, and coaching programs. Staff engagement must become a discipline within organizations to increase positivity, morale, job satisfaction, and productivity (Álvarez-González et al., 2017; Lavy & Littman-Ovadia, 2017). Likewise, staff engagement may be more critical in rural areas where some essential staff fill multiple roles. Moreover, empowered, and incentivized staff demonstrate greater commitment to the organization and may perform at an increased capacity (Mohammadi, 2020). Therefore, leveraging human asset management with dynamic capabilities and systems thinking frameworks produces effective and capable staff that could cope with internal and external changing environments better. FQHC leaders must leverage their culture, organizational capabilities, and change management strategy to serve, sustain, and advance organizational and fiscal sustainability.

Summary of Application to Professional Practice

The findings and discovered themes addressed the general problem of a potential lack of strategic management and planning in non-profit organizations. The purpose of the study was to explore the challenges FQHC leaders face when utilizing ineffective methods for strategic management and planning. The results of this study included practical application strategies that may assist in improving general business practices. Faulk and Stewart (2017) supported capacity development as necessary to reach an organization's mission through its leadership, strategic planning, and organizational structure. Moreover, the contribution and value of dynamic

capabilities is more discernable in rapidly changing environments supporting the need to utilize dynamic capabilities with systems thinking and human resource management frameworks (Fainshmidt et al., 2019). Therefore, this research filled a potential gap in identifying non-profits' need for effective strategic management processes.

Recommendations for Further Study

The findings of this study contributed to non-profits by addressing the general problem through discovered data, themes, and literature review. The findings supported the literature review in maintaining and executing viable strategic plan challenges. The researcher included practical solutions to the general problem of a potential lack in strategic management planning in non-profit organizations. Although this study is valuable and relevant to executive leaders in non-profit organizations, gaps still exist. The researcher recommended additional areas of study, including employees' understanding of their organization's strategy and leveraging employee capabilities to realign and achieve organizational success. Further research in these areas may increase management's awareness and understanding of their organization's competencies and improvement in actively engaging and empowering its staff.

Employee Perception on Organizational Strategy

The first area of recommendation for further study is a periodic survey of employees' understanding of the company's strategic plan. The results showed that many key leaders were not invited to their company's strategic planning meetings and had little knowledge of the strategic plan content. The lack of acknowledgement created staff dissatisfaction and disconnectedness between levels of management. Further studies in this area may assist organizational leaders in discerning the required competencies for implementing and executing their strategic plan effectively. Additional studies in this area may also provide an opportunity

for organizational leaders to adjust to a positive and engaging culture. A positive culture is an essential factor in non-profits, particularly in rural locations where a limited pool of qualified applicants may exist.

Leveraging Staff Capabilities

Another recommendation for future research is a study on the impact of leveraging staff capabilities and their effect on producing a dynamic organization. An organizational leader may first choose to survey their staff to discover what they perceive to be their own strengths and weaknesses compared to their supervisor's perception. Additionally, a certified personality trait test can provide additional support following the survey to obtain tangible data. This strategy may highlight individuals working in unsuitable roles within the company, prompting a realignment of staff functions that can position employees in appropriate roles. Furthermore, leveraging staff capabilities can improve organizational culture, as an effective culture contributes to high-performance, increased employee and stakeholder engagement, and higher productivity (Mohammadi, 2020). Mohammadi added that effective engagement empowers staff to perform at the highest ability, resulting in greater commitment to the organization's goals and mission.

Reflections

Reflections and introspection are necessary tools for growth and development in the corporate and spiritual setting. This researcher often reflected upon the growth experienced throughout the study, particularly after every participant interview and their methods in coping with their own challenging environment. Every health center and organization are unique, as is every child of God. Additionally, every individual encompasses a different level of spiritual

maturity and self-discipline, as does every organization in their respective industry and in their desire for effective growth and success.

Personal & Professional Growth

This journey has expanded the researcher's personal and professional learning and growth. On a professional level, this study has assisted the researcher in understanding and improving dynamic capabilities and system thinking models, impacting the way the researcher perceives and manages unknowns. Throughout the researcher's career in a corporate and non-profit setting, the researcher has experienced the importance that strategic planning, teamwork, effective communication, engagement, and training and development add to the value of an organization, the services provided, and the community served. Additionally, the researcher experienced several challenges throughout the research progression but through persistence and determination, was able to overcome set challenges. The research, literature review, concepts and constructs presented, discovered themes, and findings included support and additional confidence in the way the researcher manages her organization. The researcher particularly enjoyed reading the various articles in the literature review and purchased additional books recommended within the articles. The researcher found this study to be a long journey, but it has also been rewarding.

This researcher learned many aspects of human management around personal growth, particularly the skills to improve staff engagement and change management skills. Likewise, the researcher also learned that discipline helps transform individuals and corporations. The researcher developed invaluable skills regarding qualitative research, coding, and analysis, and hard work exist in creating anything sustainable. Furthermore, the results this study helped the researcher to apply learned lessons on a personal and professional level, daily.

Biblical Perspective

Effective strategic planning and management contribute significantly to an organization's sustainability, success, and general business practices, particularly non-profits. Therefore, management and leaders must continue to build employee competencies through staff engagement, training, and development, laying a solid foundation that may lead to a successful organization. The concepts presented integrate and relate to a Christian worldview, as each believer must continuously refine and develop their biblical competencies, engaging in the bible, the word of truth, and resting on a solid biblical foundation, leading to a successful Christian life.

The critical concepts guiding improved corporate sustainability include the active use of dynamic capabilities, positive culture, and effective change management practices. In comparison, the critical concepts leading to a new, spirit-filled life in Christ consists of salvation, effective use of the fruits of the spirit, communication (the great commission), and disciplined bible study and prayer. Both corporate and biblical concepts can lead to powerful and impactful changes, when integrated and used appropriately. The comparison is in Figure fifteen, below.

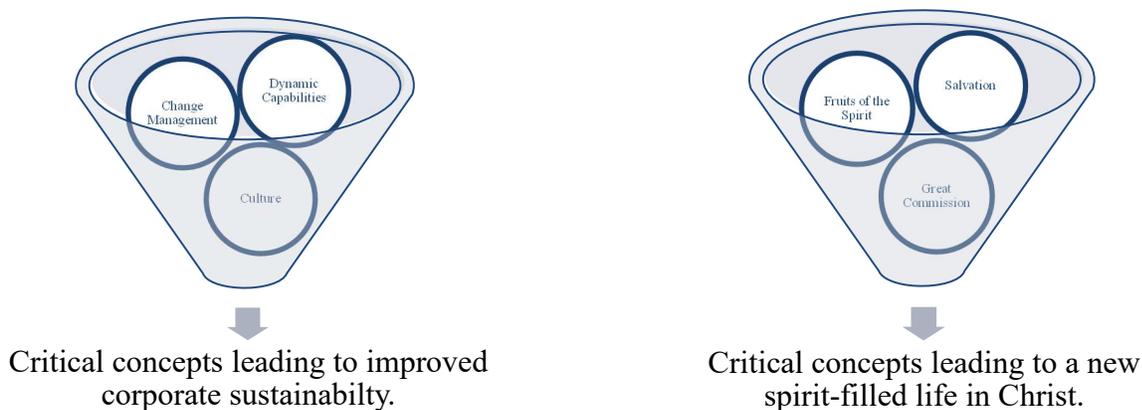


Figure 15. *Comparison of Corporate and Biblical Critical Concepts.*

Furthermore, through salvation an individual can begin true transformation, entering a new life in Christ. Salvation encapsulates a foundational and transformative conversion for born-

again believers, depicting holiness (2 Corinthians 5:17). The Fruits of the Spirit (Galations 5:22-23) are actionable results from a new life in Christ, shaping Christian character and producing dynamic capabilities, including coping skills and peace that go beyond human understanding. The Great Commission (Matthew 28:19-20) consists of putting knowledge into action by sharing Christ's story with others, sharpening like-minded believers, and most importantly leading non-believers to Christ (salvation). Likewise, II Corinthians 5:17 states, "Therefore, if anyone is in Christ, he is a new creation." The old has passed away; behold, the new has come" (*English Standard Bible*, 2004-2023). This biblical truth also makes a way for Christians to cope and manage change, as believers have a unique way of coping with change effectively. Additionally, the only way to grow in Christ is to "be transformed by the renewal of your mind" (Romans 12:1-2). Active believers change every day into the perfect image of Christ. Likewise, active organizations must work on being transformed into an effective and dynamic corporation, continuously.

Moreover, success in business requires discipline, as does success in a Christian's walk. Likewise, Hebrews 12:11 reveals, "For the moment all discipline seems painful rather than pleasant, but later it yields the peaceful fruit of righteousness to those who have been trained by it" (*English Standard Bible*, 2004-2023). Additionally, leaders must share great strategies throughout an organization, as in biblical strategies for a productive Christian life. The right mix of individuals in a corporation is vital to its success, as is the right mix of mentors and friendships in a believer's life. Furthermore, Christ taught his disciples leadership and coping skills, building their capabilities through various teaching modalities. Christ also evidenced the impact one person's influence can have in the creation of a dynamic culture. Moreover, Christ taught and demonstrated the importance of engaging with others, coaching his disciples daily. He

prayed with them and for them. He engaged with each disciple, provided personal training sessions, and gave them assignments to improve their skills (Mark 6:30). Additionally, Christ taught the importance of spiritual preparedness, a critical ingredient in a Christian and corporate walk (Luke 12:35-36; Matthew 1-13; 2 Timothy 4:2,5). Jesus Christ taught many lessons that correlate with sound business practices, principles, and norms. Therefore, corporate leaders and management must build, guide, engage, teach, and train their staff to retain and improve their business acumen. Most importantly, leaders must pray for their staff just as Jesus prayed for his disciples.

Summary of Reflections

This researcher experienced many challenges, particularly delays in scheduling participant interviews. However, the researcher overcame these challenges through perseverance and prayer. Moreover, the researcher increased in knowledge and understanding of strategic planning and management through conducting this study. The researcher was particularly interested in the correlation between the literature review, research findings, and spiritual connections. A Christian worldview brings everything into perspective, specifically when it aligns with God's purpose for one's life.

Summary of Section 3

Section three included an overview of the study, the presentation of the findings, application to professional practice, recommendations for further study, and reflections. The results of this study revealed that strategic planning and management, dynamic capabilities, systems thinking, and human asset management, are ingredients corporations must understand to lead a successful organization, effectively. Additionally, creating strong relationships with strategic partners is essential in everyday practice, particularly during challenging and unknown

environments. Therefore, this research can improve non-profits best business practices, particularly FQHCs.

Summary and Study Conclusions

The purpose of this flexible design multi-case study was to explore the challenges that FQHC leaders encounter when employing ineffective strategic management and planning strategies. The general problem explored the lack of strategic management planning in non-profit organizations creating ineffective strategic goals resulting in the loss of profitability, productivity, and long-term success. FQHCs serve a significant population that requires them to operate in efficient and effective ways for meeting the needs of their communities. According to the Rural Health Information Hub (2021), sustainability strategies, including partnerships, capacity building, revenue diversification, organizational changes, and communication, are essential for the successful strategic management of on-going operations in critical healthcare services. Smith et al. (2017) revealed that some FQHC's struggle to provide quality healthcare because of a lack of resources, overworked staffing issues, and financial challenges. The study reflected on methods of decision-making involved in strategic planning and management by looking into the culture and processes of each company. Understanding the processes and culture of each FQHC included foundational knowledge for developing successful strategic planning results, leading to better business practices.

Section 1 included an overview of the organization's culture, change management strategies, leadership style, alliances, and dynamic capabilities. Section 2 included the role of the researcher, methodology, and methods utilized for the data collection and analysis process. Section 3 included approval from the Institutional Review Board (IRB) to conduct the research, discovered themes, interpretation, visualization and representation of the data, and relationships

to the findings and research questions. Section 3 also included a presentation of the findings, application to professional practice, recommendations for further study, and reflections.

The presentation of the findings included interviews with twenty-one executive, senior, and middle managers employed at three rural federally qualified health centers in Texas. The findings produced six major themes that address the six research questions. Additionally, the findings revealed that staffing shortages led to a lack of communication and importance in strategic planning. The researcher discussed the relationship of themes to the findings and validated the significance strategic planning and management have on sustainable business methods. The findings of this research confirmed the literature concerning barriers to strategic planning and management existing in non-profit organizations, particularly FQHCs. The study also included best practices in non-profit organizations, reducing a gap in literature.

The application to professional practice included potential strategies that may assist in the development, planning, and implementation of strategic planning. The findings revealed that non-profits leaders, particularly FQHC leaders, can create and produce sustainable and practical business applications when using dynamic capabilities, systems thinking, and effective human asset management concepts. Furthermore, the researcher included recommendations for improving strategic management processes affecting organizational culture, development of leadership competencies, and strategic alliances. Recommendations for further study included surveying employee understanding of their organization's strategy and using employee capabilities to realign their organization effectively and successfully. Understanding employee awareness and interpretation of the company's strategic plan can aid management in identifying misconceptions, misunderstandings, and lack of buy-in. However, management must actively engage staff to maintain open lines of communication and transparency. Realignment of staff

capabilities, after identifying employees' understanding of the company's strategic plan, can be effective. Realignment can help balance staff competencies that may be lacking in certain areas, particularly critical in non-profits where some staff fill multiple roles. Therefore, staff understanding of the company's strategic plan and realignment of staff capabilities can potentially lead to a dynamic organizational culture.

The reflections section revealed the researcher's personal and professional growth, challenges overcome to complete this research study, and the skills needed to develop viable strategic plans, and manage the implementation and execution of strategies. Moreover, the researcher presented a biblical worldview that showed the relatedness and integration of biblical and business concepts. Furthermore, the findings included practical recommendations for non-profits, particularly FQHCs to improve organizational culture, human asset management, and formation of strategic alliances. These findings may potentially assist non-profit leaders and management in the development and implementation of strategic planning, providing the necessary competencies to successfully execute their strategic initiatives that lead to greater access to care.

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Appendix A: Consent

Title of the Project: Improving Strategic Management Planning in Non-profit Organizations – Federally Qualified Health Centers

Principal Investigator: Esther Taylor, Doctoral Student, Liberty University

Invitation to be Part of a Research Study

You are invited to participate in a research study. To participate, you must be 18 years of age or older and in a leadership position, including executive, senior and middle managers from operations, clinical, finance, and IT departments. Participants must hold a leadership role in supporting and practicing strategic planning and involved in the daily management and leadership of the health center of an FQHC in Texas. Taking part in this research project is voluntary.

Please take time to read this entire form and ask questions before deciding whether to take part in this research.

What is the study about and why is it being done?

The purpose of the study is to explore the challenges FQHC leaders face when creating and implementing their strategic plan. The study will focus on methods of decision-making involved in strategic planning and management by looking into the culture and processes of each company.

What will happen if you take part in this study?

If you agree to be in this study, I will ask you to do the following things:

1. A 60-minute virtual interview participation. The conversation will be audio and video recorded.
2. I will ask permission to observe one leadership meeting, allowing me to take notes. The meeting will not be recorded.
3. I will seek confirmation of the accuracy in the study's interpretations obtained from our interview transcriptions and observation notes.

How could you or others benefit from this study?

Participants should not expect to receive a direct benefit from taking part in this study.

Benefits to society include a better understanding of effective strategic planning in FQHCs. Effective strategies improve financial and operational performance and enable better patient care, contributing to better lifestyles and healthy communities.

What risks might you experience from being in this study?

The risks involved in this study are minimal, which means they are equal to the risks you would encounter in everyday life.

How will personal information be protected?

The records of this study will be kept private. Published reports will not include any information that will make it possible to identify a subject. Research records will be stored securely, and only the researcher will have access to the records. Data collected from you may be shared for use in future research studies or with other researchers. If data collected from you is shared, any information that could identify you, if applicable, will be removed before the data is shared.

- Participant responses will be kept confidential using codes. Interviews will be conducted in a location where others will not easily overhear the conversation.
- Data will be stored on a password-locked computer and may be used in future presentations. After three years, all electronic records will be deleted.
- Interviews will be recorded and transcribed. Recordings, transcriptions, and notes will be stored on a password locked computer for three years and then erased. Only the researcher will have access to these recordings.

Is study participation voluntary?

Participation in this study is voluntary. Your decision whether to participate will not affect your current or future relations with Liberty University. If you decide to participate, you are free to not answer any question or withdraw at any time without affecting those relationships.

What should you do if you decide to withdraw from the study?

If you choose to withdraw from the study, please contact the researcher at the email address/phone number included in the next paragraph. Should you choose to withdraw, data collected from you will be destroyed immediately and will not be included in this study.

Whom do you contact if you have questions or concerns about the study?

The researcher conducting this study is Esther Taylor. You may ask any questions you have now. If you have questions later, **you are encouraged** to contact her at [REDACTED] or at [REDACTED]. You may also contact the researcher's faculty sponsor, Lorna DeShay, at [REDACTED].

Whom do you contact if you have questions about your rights as a research participant?

If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher, **you are encouraged** to contact the Institutional Review Board, 1971 University Blvd., Green Hall Ste. 2845, Lynchburg, VA 24515 or email at irb@liberty.edu.

Disclaimer: The Institutional Review Board (IRB) is tasked with ensuring that human subjects research will be conducted in an ethical manner as defined and required by federal regulations. The topics covered and viewpoints expressed or alluded to by student and faculty researchers are those of the researchers and do not necessarily reflect the official policies or positions of Liberty University.

Your Consent

By signing this document, you are agreeing to be in this study. Make sure you understand what the study is about before you sign. You will be given a copy of this document for your records. The researcher will keep a copy with the study records. If you have any questions about the study after you sign this document, you can contact the study team using the information provided above.

I have read and understood the above information. I have asked questions and have received answers. I consent to participate in the study.

The researcher has my permission to audio and video record me as part of my participation in this study.

Printed Subject Name

Signature & Date

Appendix B: Interview Guide

Date:

Time of Interview:

Place:

Interviewee:

Position and Age of Interviewee:

Years with Company:

Thank you for your participation in this study. The title of this study is *Improving Strategic Management Planning in Non-profit Organizations – Federally Qualified Health Centers*. This study is being conducted to better explore the challenges that FQHCs face when creating and implementing their strategic plan. The objective of this research is to fill a potential gap in identifying the need for effective strategic management processes for FQHCs. Your responses will remain confidential, and your experiences and viewpoints will assist in developing a better understanding of FQHCs strategic planning processes, leading to greater access to care and best practices.

Interview Question 1. Briefly describe the process of strategic planning at your organization.

Interview Question 1a. How is the strategic plan communicated throughout the organization?

Interview Question 2. What challenges have been experienced in the development of strategic planning in the organization?

Interview Question 2a. What challenges have been experienced in the implementation of the company's strategic plan?

Interview Question 3. How can the organization develop effective strategic planning and implementation processes?

Interview Question 3a. How is the strategic plan monitored at your organization?

Interview Question 4. What methods can be developed to promote agility in the organization's overall strategic management process?

Interview Question 4a. What methods have been used to increase strategic collaboration?

Interview Question 4b. What methods have been created for improving organizational development?

Interview Question 4c. What methods contribute to increased revenue as a result of the organization's strategic plan?

Interview Question 5. How has the external environment affected the organization's strategic planning and implementation?

Interview Question 5a. How have external alliances contributed to the success of the organization?

Interview Question 6. How would you describe the current culture of the organization?

Interview Question 6a. How can the organization's culture contribute to the success or failure of the company's strategic plan?

Interview Question 7. What additional information would you like to offer about strategic planning/management processes?