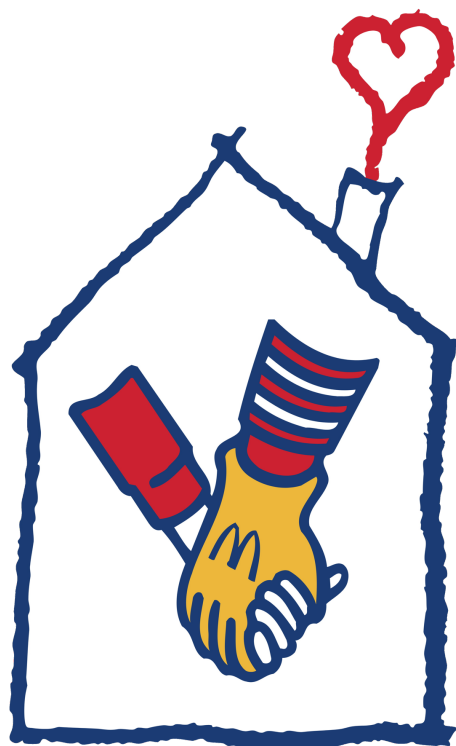


MC 4002

Ronald McDonald House Charities

Keegan Coon, Carley Oakley
and Emilie Ravain





RONALD McDONALD
HOUSE CHARITIES

Team 1: Keegan Coon, Carley Oakley and Emilie Ravain
Sunday, Dec. 11, 2022
Final Campaign Booklet

Secondary Research

Organization and Industry Background

The Ronald McDonald House Charities opened in Philadelphia, Pa., in 1974, and aims to provide housing for families while their children have extended stays in nearby hospitals. “The mission of Ronald McDonald House Charities is to create, find and support programs that directly improve the health and well-being of children and their families.” (“About Us,” n.d.). This is an incredibly important cause because without RMHC support, many of these families could not afford to be with their children while they undergo extended hospital stays.

Composition

TheOrg (n.d.) listed the following composition for RMHC:

- President & CEO: Sheila Musolino
 - Chief of Field Operations Officer: Janet Burton
 - Chief of Marketing and Development Officer: Kelly Dolan
 - Secretary: Mahrukh Hussain
 - Treasurer: Spero Droulias
 - Chief Financial Officer: Stacey Bifero
- Board of Advisors: consists of 30 trustees

Programs

This charity focuses on three main programs:

- The most well-known of which being the housing programs near top children’s hospitals to provide family members a place to stay and meals without any cost (“Our Impact,” n.d.).
- They also provide quiet rooms directly in the hospitals for families to escape and rest during long days of treatment (“Our Impact,” n.d.).

- Lastly, the charity has the Ronald McDonald Care Mobile programs which provide dental and medical care with no charge to underserved communities (“Our Impact,” n.d.).

Business and Funding

They are able to run this business through charitable donations, fundraising efforts and volunteers. Money is largely raised through corporate sponsorships, the largest being McDonald’s. “More than \$186 million was donated through McDonald’s restaurants last year. That could provide more than 1.8 million overnight stays for RMHC families” (“Corporate Sponsors,” n.d.). This partnership with McDonald’s helps with community awareness especially with the option to donate with each restaurant order. Other corporate sponsors include Coca Cola, AbbVie, Lazy Boy, Southwest and more. The sorority Alpha Delta Pi has named this their national philanthropy which largely helps with fundraising efforts (“Corporate Sponsors,” n.d.).

The charity also raises money and resources through their wishlist campaign. Volunteers get assigned items like toys, food and gift cards to donate to some of the RMHC families in need. Volunteers also purchase and cook meals, clean the houses and greet incoming families. One of the largest fundraising efforts is with TeamRMHC Marathon in Chicago each year. Runners pledge a certain donation per mile run. Since 2006, the charity has had approximately 7,700 runners and \$11.7 million donated (“Run the Chicago Marathon with RMHC,” n.d.)

National and Current Trends: Relevant Issues

Some relevant issues around this cause include the debate of getting the COVID-19 vaccine. Some backlash about this can be found under “recent media coverage” below. Other issues involving the post-pandemic world include the fact that many corporations and individual donors are struggling financially and cannot make as generous of donations as they did previously. Another issue that all nonprofits face is that they must maintain tax-exempt status

under 5-1(r) compliance. With ever changing legislation on this, it is important for the charity to ensure they meet their tax requirements (Weaver, n.d.). More problems and opportunities will be discussed below.

Competitive Frame

Ronald McDonald House Charities operates internationally, with over 685 programs in 60 countries and regions. Within those 685 programs, RMHC offers 380 Ronald McDonald House programs, 265 Ronald McDonald Family Room programs and 40 Ronald McDonald Care Mobile programs (“Home,” n.d.).

Competitors

Although there is no direct competition for Ronald McDonald House Charities, Miracles for Kids (MFK) and the Starlight & Child Health Foundation are considered to be RMHC’s closest competitors for helping critically ill children and their families.

Miracles for Kids is a non-profit based in Southern California that helps families with ill children by paying bills, providing housing and providing counseling activities. MFK provides grants up to \$500 per month for families struggling to pay bills like rent, utilities, insurance and more. There are currently 168 families receiving financial assistance from Miracles for Kids and all families are pre-screened and referred to the organization by top children’s hospitals. Similar to Ronald McDonald Houses, Miracles for Kids has Miracle manor, a safe, affordable and long-term housing option for 12 families. Miracle Manor is located around the corner from the Children’s Health Orange County (CHOC) Children’s Hospital. Miracles for Kids also provides counseling and activities for the family members and their children. The counseling programs equip family members with stress reducing techniques to battle depression and anxiety as their child receives medical treatment. There is also the Surf and Paddle Camp that allows the

critically ill children and their siblings to spend a day at the beach to experience the joys of childhood. Also, Miracles for Kids will provide the families clothing upon request, but it is not the organization's main goal ("Help is on the way," n.d.).

Starlight & Child Health Foundation offers a variety of resources to children receiving intense medical treatment. The organization has shipped over \$19.3 million in books, toys, games, arts and crafts and other items that have been distributed to over 2.6 million children. Starlight also provides educational resources, such as various stem activities, to help seriously ill kids continue to grow and learn while receiving treatment. The non-profit is most known for its distribution of various technology products. Nearly 7,5000 Starlight Gaming Stations have delivered happiness to over 13.4 million children as well as 18,000 Starlight Virtual Reality Headsets that have transformed the hospital experience for more than 999,000 critically-ill children ("Impact overview," n.d.).

Competitor Strengths and Weaknesses

A strong strength of Miracles for Kids is that the organization provides resources other than housing for families with a critically-ill child, but the housing and other resources are only available in Southern California. Similarly to Miracles for Kids, Starlight & Child Health Foundation provides a plethora of resources to children receiving medical care and has partnerships with big-name brands including Nintendo and Radio Flyer. One weakness of the organization is that the main area of focus is on the child's hospital experience rather than the family since it does not provide any sort of funding or housing. Since the focus is on hospital experience, the resources provided by Starlight & Child Health Foundation are only available at the hospital.

Media and Events

Both Miracles for Kids and Starlight & Child Health Foundation primarily use Facebook, Instagram, Twitter and LinkedIn to promote their organization and events. Starlight Child & Health Foundation primarily focuses on distribution of products rather than events, but the organization hosts an annual Starlight Ball. The fundraising Gala is held in different locations across the U.S. and will be held in Oklahoma City this year. The carnival-themed formal event will celebrate the 40-year anniversary of the Children's Health Foundation and its meaningful impact on the community ("Starlight Ball," n.d.). Miracles for Kids has a variety of events throughout the year. This year alone, MFK has held a 25th Annual Stars and Stripes Tournament, Miracles for Kids Golf Invitational, Back-to-School Basket of Miracles and the Night of Miracles Gala. The organization will host a Thanksgiving Basket of Miracles event in November ("Our events," n.d.).

Interpretation and Application

After examining competitors, it is evident how unique Ronald McDonald House Charities is. The organization seems to be the only non-profit that provides housing for families going through medical treatment at an international level. The closest competitor of RMHC would be Miracles for Kids, but the organization is small and area-specific. Also, Miracles for Kids offers cheap housing for families while RMHC has a pay-what-you-can policy. It is important to apply the large, international impact of RMHC throughout the campaign.

Target Audience

Ronald McDonald House Charities should attempt to reach target audiences in the following ways.

Internal Audience

- While new donors and volunteers are external audiences, current donors and volunteers should be considered as internal audiences. Through communicating effectively about the good work that RMHC is doing, the charity can motivate these important publics to continue helping RMHC achieve its goal of providing support for the well-being of children and their families.
- According to data from Double the Donation (2022), 67% of worldwide donors also volunteer within their local community, so it's likely that effective communication could reach both of these groups with key messages about maintaining support and continuing to make a difference.

External Audience

- New donors and volunteers constitute a secondary external audience. Reaching these target publics is important to continue the growth of RMHC support services. According to the U.S. Bureau of Labor Statistics (2016), volunteers tend to be married and between the ages of 35 and 54.

Primary Target

- The target audience for the Ronald McDonald House Charity is families with children in need of medical treatment. More specifically, RMHC chapters support the families of children aged up to 21 who are receiving treatment at a nearby hospital or other medical facility. However, the client is not trying to reach the children with messages about available resources, as children will not be the ones to arrange stays at RMHC chapters. In particular, parents would be a strategic target audience because they are typically the people that reach out about using RMHC resources. We want to connect with parents by demonstrating how RMHC resources can benefit their children and their family as a

whole because that communication could drive them to take advantage of those resources.

Demographic Segments

- RMHC promotes diversity and helps any and every demographic.
- Seeing as parents are the primary target of this campaign, communications should target married individuals. Since the families that RMHC serves tend to be younger, communications should also target people between the ages of 30 and 49.
- Although adults within the target age range tend to live in urban areas, children are increasingly residing in the suburbs of large metropolitan areas. Assuming that many of these children live with their parents, the communications for this campaign should aim for adults within the target age range in these areas in hopes to reach parents (Fry, 2020).

Psychographic Segment

- Since RMHC revolves around serving families, the target audience will place significant importance on family. Seeing as many RMHC beneficiaries are going through difficult times, they will especially place an emphasis on maintaining family bonds as a support system.

Social Media Platforms

- RMHC should reach the target audience through Facebook. Facebook is the most popular social media platform overall, but it's also the most popular among multiple of our important demographic factors. Of individuals aged 30-49, 77% report using Facebook. Furthermore, 70% of Facebook members use the platform daily, meaning that there are repeated opportunities to reach the target audience with important messaging (Pew Research Center, 2021).

- According to the same article from the Pew Research Center, the same age demographic, along with a significant majority of individuals in urban and large metropolitan suburban areas, uses YouTube consistently. This could provide the opportunity to share more long-form content about the services and resources available to the target audience.

Communications Audit

Recent Media Coverage

1. [Help Families This Holiday Season](#)

An article published by RMHC (Oct. 18, 2022), lists the ways people can contribute to RMHC this holiday season. This first option is to donate and sponsor the decorating of a Christmas tree at the RMHC location near Lurie Children's Hospital. They are also encouraging making donations in the form of gas gift cards. This article is a great way to promote the charity and encourage people to give during the holiday season.

2. [Tate Campbell's Family](#)

An article published by RMHC (Oct. 3, 2022), details the story of four-year-old Tate Campbell on his medical journey with RMHC. Tate's mother discusses how the Rondal McDonald house they stayed at always had a warm meal waiting when they came home from long days at the hospital. They also had activities and themed days to help the children keep their mind off of treatments. She said the staff is incredibly welcoming and the chef was always available to make meals and snacks, which her family loved. RMHC frequently releases articles with stories of families who stay with them. This is a great way to show outsiders what the charity is really all about and can encourage donations.

3. [August Volunteer of the Month - Peg Majewski](#)

An article published by RMHC (Aug. 17, 2022), highlights Peg Majewski. Majewski has been an outstanding RMHC volunteer for more than 11 years. In the article, Majewski

describes that she was inspired to volunteer when her friend's family stayed at the Ronald McDonald House for three months while she received treatment. Majewski volunteered by doing laundry, cooking meals and cleaning. She has recently started making meals that can be frozen for later use. Majewski said she loves volunteering during her retirement here because, "I love to cook, I love being with people and I love having the opportunity to do something significant for others" (Majewski, 2022). This article details what volunteers do for the charity and how fulfilling the role can be.

4. [New Ronald McDonald House inside Northwestern Medicine Prentice Women's Hospital](#)

An article published by RMHC (Aug. 26, 2022), shares details on the new Ronald McDonald House location at Northwestern Medicine Prentice Women's Hospital. It is located next to the Neonatal Intensive Care Unit and was designed to keep more families together in trying times immediately after birth. Holly Buckendahl, CEO of this RMHC location said, "This new Ronald McDonald House directly supports our mission of helping families get better together and will provide families with immediate access to their hospitalized child, 24 hours a day, 365 days a year." (Buckendahl, 2022). The article then describes the state-of-the-art facilities and encourages patrons to donate to provide more families with this opportunity.

5. [Ronald McDonald House Rejects Claim it's Evicting Unvaccinated Families](#)

The charity came under fire for releasing a statement that everyone staying at their houses over the age of five had to be vaccinated for COVID-19 by the end of the month.

Vancouver News released a story on the subject (Jan. 15, 2022). A family posted on social media that they were being evicted for not being vaccinated. The charity responded saying they would help find further accommodations for these unvaccinated families and

the goal of this mandate was to protect their other patients from the virus while undergoing treatment for other ailments. Another family said how the announcement of this new mandate could have been handled differently to mitigate the shock of the news but that many ultimately understand that this is to protect the vulnerable in the house.

6. [RMHC Global Position on Vaccination Mandates and COVID Safety Protocols](#)

RMHC national headquarters published an article (“Press Release,” n.d.) discussing their stance on what they recommend each individual chapter do to prevent the spread of COVID-19. They recognize that their families are composed of immunocompromised children. They encourage each local chapter to, “...follow the known measures that help prevent the spread of the coronavirus, including vaccinations and boosters, testing, masks and face coverings...” (“Press Release,” n.d.). They declared that it is up to the local chapters if they would like to mandate vaccines or not even though the national office highly encourages them to do so.

7. [CBS Saturday Morning Spears with an RMHC Family and Joanna Sabato About How Families are Impacted by Inflation](#)

This news story posted by Watch CBS Saturday Morning on Oct. 29, 2022, details how gas prices are driving inflation which puts a heavy burden on families who have to travel long distances for medical treatments. Ginger Vincent, an RMHC beneficiary is a 15-year-old with bone cancer who lives in a rural town and has to travel up to two hours on a daily basis for treatment and surgeries. Sometimes her family can not afford gas to get to the many appointments so RMHC has stepped in to help. A representative from RMHC described how their services are needed more than ever with inflation on the rise.

Communications Audit

As of Oct. 26, 2022, the Ronald McDonald House Charities (RMHC) Facebook account has an estimated 1.2 million likes, the Instagram account has 25,600 followers, the Tik Tok account has 5,224 followers, the Twitter account has 34,900 followers and the Ronald McDonald House Charities LinkedIn page has 35,837 followers. Although many posts are reused on each RMHC account, each social platform will have varying posts that are not featured on other accounts. By looking at both the follower count and the engagement, it is evident that Facebook is the most successful platform for the organization, which would make sense given the age demographic of our target audience. Also, the majority of comments on the Facebook page consist of touching testimonials from past Ronald McDonald House residents, while the Twitter, Instagram and LinkedIn comments are mostly from other organizations. Aside from social media, RMHC has an e-newsletter sent to subscribers.

It is important to note the Ronald McDonald House Tik Tok account as there is substantial room for growth. The first video on the account was posted on Nov. 11, 2021 and has 17,800 likes and over 40 million views. Since the posting of the first video, RMHC has only posted eight other videos. The most recent Tik Tok, posted on Oct. 9, 2022, features RMHC team participants in the Chicago Marathon. The video received 11 likes and 259 views. If consistent, Ronald McDonald House Charities could utilize this platform for events, family testimonials and annual donation days and events.

SWOT Analysis

Strengths

The brand awareness for Ronald McDonald House Charities is strong as their largest corporate partner is McDonald's. Information about donating can be found at any restaurant location and customers will frequently be asked to donate with each order. Another strength is that this charity

supports an incredible cause and pulls on the heartstrings of donors, encouraging them to contribute. RMHC is also the only charity of this type to have an international reach.

Weaknesses

RMHC discusses how they build houses close to the largest children's hospitals in each state. Because of this, they might be missing out on adding locations near smaller hospitals. A weakness that comes with being a nonprofit is that they have to carefully make sure they maintain tax-exempt status under the 501(r) Internal Revenue Code (Weaver, 2022).

Opportunities

There is always the opportunity within any charity to partner with more corporate sponsors and create new, exciting campaigns to encourage donations. Furthermore, many of the corporations offer donation-matching programs. In 2021, 65% of Fortune 500 companies offered donation matching, and 84% of donors said that they were more likely to donate if their company offers to match (Double the Donation, 2022). Furthermore, RMHC currently lacks a significant international presence in comparison to competitors. It could expand to better connect with international audiences.

Threats

The post-pandemic world is a threat to RMHC, as there is debate on vaccination status. It is up to the discretion of each RMHC chapter to decide if it will restrict families without COVID-19 vaccinations ("Press Release," n.d.). Families residing in RMHC houses that do not require the vaccines might not feel comfortable exposing their critically-ill child to Coronavirus. The chapters that have vaccine requirements might also risk losing volunteers who do not want to get vaccinated. It is also a time of financial struggle and donors cannot afford to be as generous as in previous years.

Problem and Opportunity Statements

As a nonprofit organization, RMHC prioritizes service and relies on donors and volunteers to execute its missions. As current data from the Pew Research Center (2022) suggests, RMHC can reach these families and individuals in the suburbs of large metropolitan areas. Given its lack of international presence, RMHC could also take advantage of the opportunity to grow on a global scale. Through implementing effective social media tactics, Ronald McDonald House Charities will achieve a stronger relationship with beneficiaries, donors and volunteers by expanding its reach in suburban and international markets.

Goals and Objectives

Goals

- (1) Receive \$25,000 in donations from the holiday give-a-thon page.
- (2) Increase followers, likes, comments and views on Tik Tok and Facebook.
- (3) Increase current reach by hosting a record number of families in RMHC houses.

Objectives

Informational

- Increase awareness of RMHC through social media platforms like Facebook by monitoring and increasing our social media reach by 20% by Jan. 1, 2023.

Behavioral

- Create a holiday-themed give-a-thon donation page open from Dec. 1, 2022, to Dec. 14, 2022, to simultaneously benefit the children and educate people on how their donations are used by RMHC.

Attitudinal

- Increase RMHC Facebook likes by 3% by Jan. 1, 2023, with a measurement start date of Dec. 1, 2023.

Themes and Messages

Themes

The theme for this campaign will be “Help for the Holidays.” This theme will promote helping families in need during the holiday season, while also encouraging others to volunteer and donate in honor of the holiday spirit.

Key Messages

The following key messages will be placed prominently throughout the campaign.

- RMHC provides millions of overnight stays for families in need each year.
- RMHC creates and shares powerful stories through its social media channels.
- Donations to RMHC will create impactful changes during this holiday season.

Strategies

- Create and post new and exciting infographics on RMHC social media platforms to promote the holiday campaign.
- Develop a give-a-thon donation page and promote the holiday fundraiser on traditional and social media platforms.
- Encourage Facebook engagement with a trackable hashtag and giveaways.

Tactics

- Post the infographics to RMHC social media according to a designated content calendar.



- Make the give-a-thon donation page public to allow viewers to donate to the holiday fundraiser.
- Continually update the campaign page to ensure that current and potential volunteers remain up-to-date on upcoming events and information.
- Conduct a post-campaign survey to determine the overall effectiveness of the social media campaign.

Evaluation

The results of this campaign will be evaluated in terms of outputs and outcomes.

Outputs

- Track the number of social media communications produced through Hootsuite and Buffer. This measurement will serve as the evaluation of this campaign's success in fulfilling its informational objective.

Outcomes

- Track the engagement with social media posts and accounts, including likes, comments and incoming direct messages. This measurement will serve as the evaluation of this campaign's success in fulfilling its behavioral objective.
- Track donations made through the campaign page. This measurement will serve as the evaluation of this campaign's success in fulfilling its motivational and behavioral objectives.
- Track new volunteers that sign up through the campaign page. This measurement will serve as the evaluation of this campaign's success in fulfilling its motivational and behavioral objectives.

- Track survey responses from the end of the campaign. The content of these responses will serve as a measurement of the campaign's success in fulfilling its informational, motivational and behavioral objectives.

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