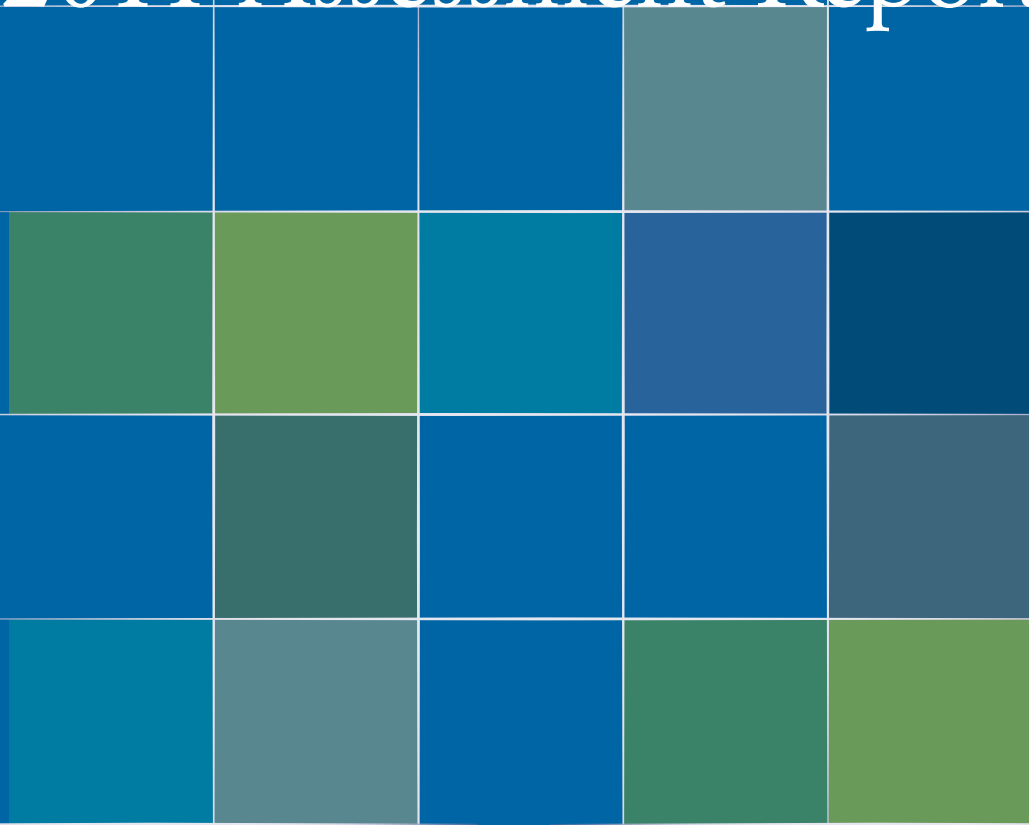




Robert Wood Johnson Foundation

2011 Assessment Report



TRACKING ORGANIZATIONAL PERFORMANCE

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Executive Summary

Taking Stock

In keeping with the Robert Wood Johnson Foundation policy to produce an in-depth review of organizational performance every other year, the *2011 RWJF Assessment Report* presents information gathered from multiple sources—external stakeholders and grantees—in this assessment. In examining these data, we focus on the 14 most critical indicators of our performance. As shown in the *2011 Assessment Report*, the Foundation has maintained or improved its performance on indicators related to program impact, program development, and service. As in the past, we look toward these metrics to guide our efforts to improve the organization.

Assessment Report Summary

The *2011 Assessment Report* has a new structure, reducing the number of charts presented to priority measures only. Prior to collecting data for this report, senior management reviewed the full range of measures collected for past *Assessment Reports* to identify those that are of highest priority in assessing organizational performance. While continuing to examine the three most critical dimensions of our work—Program Development, Program Impact and Grantee Relations—the *Assessment Report* focuses on targets set by senior management (indicated in charts as ) for priority measures within each of these areas. Targets are meant to be achieved over a three to five year period. We present these 14 metrics and their targets in the Assessment Summary diagram on page 7.

So, how did we do? Overall, the Foundation achieved its targets for six of the 14 measures and reached 75 percent to 99 percent of target for 8 measures. In the three dimensions of our work—Program Impact, Program Development and Grantee Relations—our performance is strong. Highlights from each of these areas are outlined below, with more details following in their respective sections.

Program Development

The first dimension of the *Assessment Report*, Program Development, focuses on the strength of the strategies underlying our grantmaking. We report health policy experts' and grantees' perceptions of how our priorities match the needs of the country and how well our approach works. More than three-quarters of health policy experts believe that RWJF is working on the right set of issues. Although cost and access continue to dominate experts' concerns, they have given increased prominence to issues of prevention and obesity. The year 2011 saw a solid trend toward increased familiarity with RWJF work, with more experts familiar with our efforts in 8 of 10 of our priority areas. Experts and grantees also believe that we have some staying power in investing in these areas over time.

Program Impact

The Program Impact section of the *Assessment Report*—using data from health policy experts and grantee surveys, along with internal program benchmarks—examines whether RWJF is perceived as making a difference in the field of health and health care. Of the 11 team performance indicators due, eight were completed on time; three will be delayed due to a shift in team strategies. As in past years, health policy experts say RWJF is good at providing objective information and avoiding political partisanship. Our grantees also give us strong scores for making a difference on the problems we address and advancing knowledge in the field.

Grantee Relations

The Grantee Relations section of the *Assessment Report* relies exclusively on a survey by the Center for Effective Philanthropy (CEP) of our active grantees. As in the past, we value the comparison information, which uses other large national foundations as our peer group. This year the trend data show that grantees have responded in a positive manner to the quality improvement efforts implemented over the last few years. We believe efforts to improve grantmaking processes and make grantee communications clearer and more consistent have resulted in a series of improved scores. Although overall scores are strong, grantees continue to rate the Foundation below other funders in understanding their organizational goals and strategies. CEP's research suggests that this may ultimately hinder the strength of the Foundation's relationships with its grantees and its impact on their organizations.

Summary

The process of producing this *Assessment Report* provides an intense period of review for Foundation staff. As discussed in the CEP report, *Robert Wood Johnson Foundation: Frequent Checkups Make for Healthier Funding Relationships*, staff members at all levels are primed to use survey data to improve our work. In general, our results are positive; our stakeholder surveys show that the Foundation has a strong reputation for working on important issues and producing objective, relevant work to make a difference in our priority areas. The Foundation is seen as approachable and responsive by grantees, but we don't always convey our understanding of their organizational strengths. We have the opportunity to improve our performance in this area.

The Sources of Assessment Report Data

Grantee Survey: Since 2004, the Center for Effective Philanthropy has conducted a grantee survey for RWJF to track our performance in serving grantees over time. A valuable part of the survey is the opportunity to compare scores with 14 large national funders, such as the Bill & Melinda Gates Foundation, The David and Lucille Packard Foundation, the W.K. Kellogg Foundation, The John D. and Catherine T. MacArthur Foundation and the Rockefeller Foundation. When reporting data in the *Assessment Report*, we use the percentage of grantees who report a 6 or 7 (on a 7-point scale), which we consider positive. The 2011 CEP grantee study was done in February and March 2011; 337 grantees participated.















Health Policy Experts: The Foundation considers health and health care experts key stakeholders. This year, health policy experts completed a Web-based survey, along with telephone interviews, to provide their perceptions of the Foundation's programs and effectiveness. The group includes association heads, academics, heads of advocacy organizations, state and local public health officials, state and local Medicaid officials and federal health officials. Princeton Survey Research Associates conducted this survey between April and July 2011; 408 experts participated.

Internal and Administrative Data: Impact is tracked internally through our performance indicator system and Web data metrics. The *Assessment Report* also includes data from our Program Information Management System. Our investment unit provides us with additional data on the Foundation's assets.

2011 Assessment Summary

Reviewing Key Indicators of Our Performance

Percentages reported for indicators represent ratings relative to our targets.

Program Development	Percent of Target Achieved	Target	Present Score	Past Score
Percentage of health policy experts who say RWJF works on issues important to the United States	 96%	80%	77%	57%
Percentage of health policy experts who say RWJF makes long-term commitments to issues it addresses	 91%	80%	73%	75%
Percentage of RWJF grantees who say RWJF makes long-term commitments to issues it addresses	 100%	80%	80%	n/a
Program Impact				
Percentage of current objectives completed	 86%	85%	73%	88%
Percentage of health policy experts rating RWJF's impact as big/moderate	 91%	85%	77%	56%
Percentage of health policy experts who agree RWJF provides objective information	 91%	85%	77%	58%
Percentage of health policy experts who indicate RWJF avoids political partisanship/ideology	 94%	80%	75%	48%
Percentage of grantees who say RWJF is advancing knowledge in the field	 100%	65%	65%	61%
Percentage of grantees who say RWJF provides objective information	 100%	80%	85%	73%
Percentage of grantees who say RWJF makes a difference on problems on which it focuses	 100%	70%	84%	68%
Grantee Relations				
Grantee Satisfaction	 98%	90%	88%	83%
Fairness in treating grantees	 94%	95%	89%	88%
Responsiveness of Foundation staff	 100%	85%	85%	79%
Clarity of goals and strategies	 100%	75%	75%	66%

Percentage of Target Achieved = Present Score ÷ Target

■ 75% or higher
 ■ 50%–74%
 ■ 25%–49%
 ■ Less than 25%
 NA: Not Applicable

Program Development

Assessing Our Efforts to Create Timely, Relevant Programs

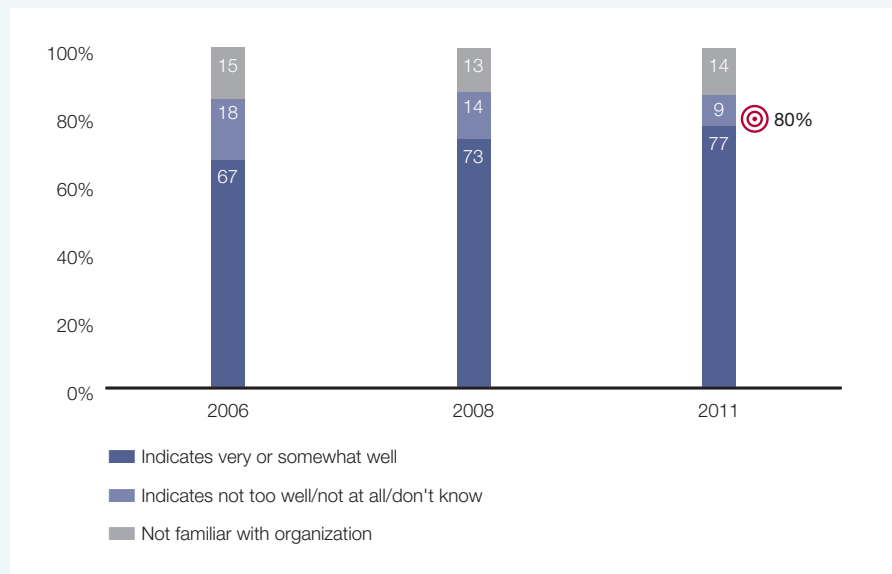
The Program Development section of the *Assessment Report* examines the Foundation’s ability to create programs that support our guiding principles and help fulfill our mission. In this section, we combine the perceptions of health policy experts and our grantees to help assess the underlying strength of our programming strategies and the degree to which our programs are timely and relevant.

PROGRAM DEVELOPMENT PERFORMANCE MEASURES	Present Score	Target	Percentage of Target Achieved
Percentage of <i>health policy experts</i> who say RWJF works on issues important to the United States	77	80	96
Percentage of <i>health policy experts</i> who say RWJF makes long-term commitments to issues it addresses	73	80	91
Percentage of RWJF <i>grantees</i> who say RWJF makes long-term commitments to issues it addresses	80	80	100

To help assess the importance of the issues we are working on, we asked more than 400 health policy experts about the most pressing policy concerns facing the country today and how our priorities address those concerns. This year we find that health policy experts are increasingly familiar with our work; when asked specifically if they know our work, we see a gradual increase in familiarity since 2006 in 8 out of 11 of our priority areas.

CHART 1: Health Policy Experts Who Say RWJF Works on Issues Important to the U.S.

→ In 2011, more than three of four experts (77%) agree that RWJF works on the most important health and health care issues facing the country today—up 10 percentage points from just five years ago. We are approaching our target of 80 percent.



Other Key Findings

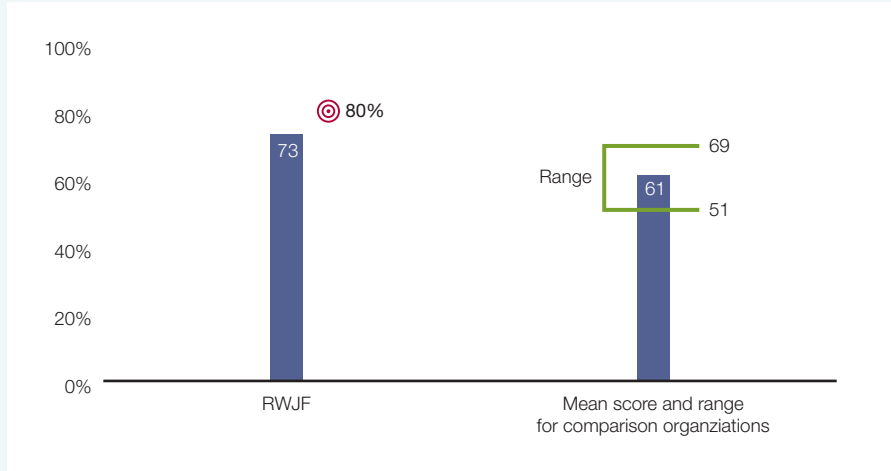
We also asked experts what they thought are the most pressing policy issues. Cost continues to dominate top-of-mind concerns, with 40 percent of experts indicating it is one of the most important issues. The top concerns are:

1. Cost (40%)
2. Access to care (19%)
3. Implementation of the Affordable Care Act (16%)
4. Universal health care/insurance (16%)
5. Obesity (12%).

CHART 2: Health Policy Experts Views on RWJF and Peers' Long-Term Commitments to the Issues—2011

→ We also asked health policy experts about their perception of our staying power with the issues we take on and how we compare with the perceived staying power of peer organizations.

→ Nearly three out of four policy experts (73%) responded that RWJF makes long-term commitments to the issues it addresses. Although RWJF scores lower on this attribute compared with our other scores—e.g., working on the most important issues and providing objective information, both 77 percent—we still rank above our peers on sticking with the issues we take on. Our target for this measure is 80 percent; over the last five years our score has remained stable.



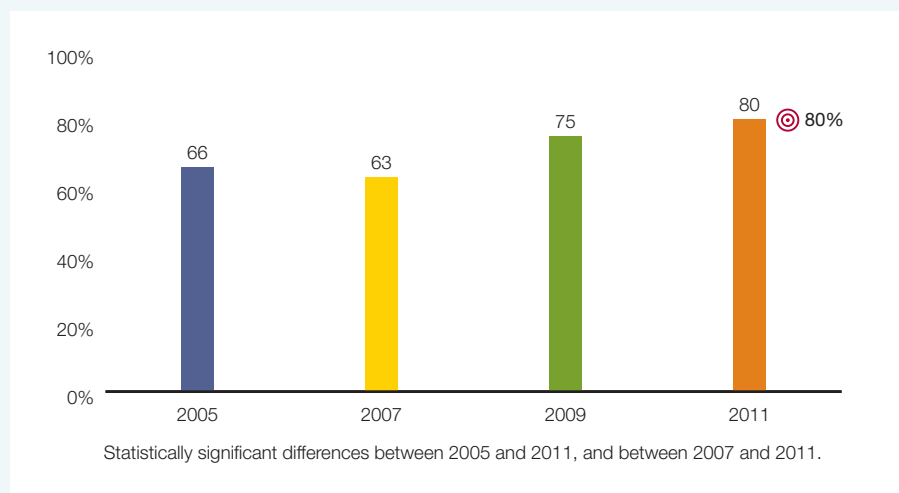
The Center for Effective Philanthropy (CEP) conducts a survey of our current grantees every other year. This year, CEP surveyed 337 grantees about their perception of RWJF's grantmaking policies and practices.

2010 Grant Facts

- Average grant = 2.7 years
- Average grant amount = \$183,000
- Approximately 50 percent of grantees are based at universities.
- 69 percent of funds are awarded to project directors who have received funding in the past.

CHART 3: Grantees Who Say RWJF Makes Long-Term Commitments to the Issues It Addresses

→ Compared with prior years, more RWJF grantees believe the Foundation is committed to its issues for the long term, with those giving us top scores increasing from 75 percent in 2009 to 80 percent in 2011.



Other Key Findings

Also in 2011, 86 percent of grantees responded that the Foundation cares about the most vulnerable in U.S. society, an increase of 5 percentage points from 2009.

As in past years, 7 out of 10 RWJF grantees feel that the Foundation understands their field of work.

Program Impact

Assessing Progress on Program Objectives and Impact

The Program Impact section assesses the Foundation’s ability to achieve its goals and examines the field’s perceptions of our impact. Are we achieving our desired outcomes? Does the field view RWJF as making a difference in health and health care? Is our reputation for objective information strong? Additionally, are our program teams meeting their benchmarks for performance?

PROGRAM IMPACT PERFORMANCE MEASURES	Score	Target	Percentage of Target Achieved
Percentage of current indicators completed	73	85	86
Percentage of <i>health policy experts</i> rating RWJF’s impact as big/moderate	77	85	91
Percentage of <i>health policy experts</i> who agree RWJF provides unbiased and objective information	77	85	91
Percentage of <i>health policy experts</i> who indicate RWJF avoids political partisanship/ideology	75	80	94
Percentage of <i>grantees</i> who say RWJF is advancing knowledge in the field	65	65	100
Percentage of <i>grantees</i> who say RWJF provides objective information	85	80	100
Percentage of <i>grantees</i> who say RWJF makes a difference on problems on which it focuses	84	70	100

Team Performance Measures

Over the past 12 months (August 2010 through July 2011), six of our seven teams together identified 11 indicators to measure performance. Seventy-three percent of these indicators were met on time. During this time, three teams (Childhood Obesity, Coverage and Vulnerable Populations) participated in midcourse assessments to refine their strategies and programming. As a result, the measures changed—new ones were added and target dates for a few were extended and are still in progress.

The Vulnerable Populations Portfolio did not have indicators due during the past year because a midcourse assessment required the team to develop new indicators.

CHART 5: Progress on Indicators—August 2010 through July 2011

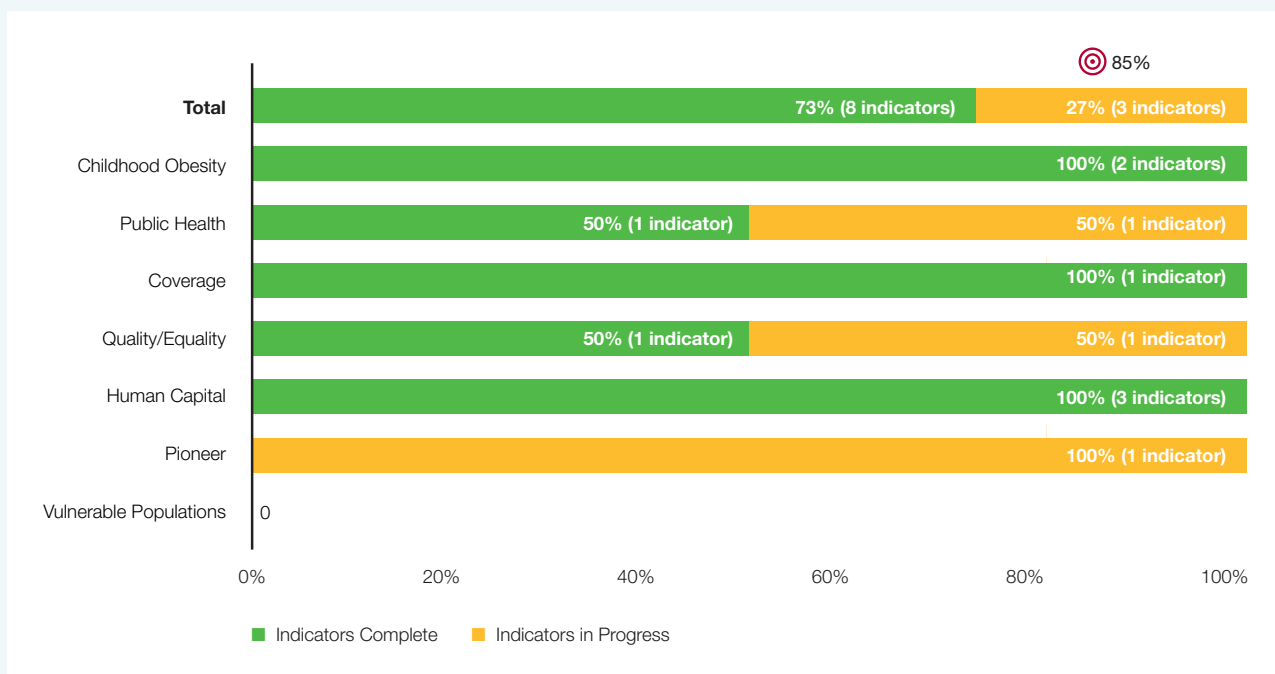


CHART 6: Health Policy Experts' Rating on RWJF's and Peer's Impact—2011

→ Health policy experts rate RWJF well compared with its peers in having a big or moderate impact in addressing health and health care problems; 77 percent of those surveyed say our impact is big or moderate. RWJF's scores have been stable since 2008. Among policy experts, those working in childhood obesity are most likely to rate RWJF's impact as big (with 60% saying this was the case). In fact, they are significantly more likely than those with expertise in areas like health care finance, the uninsured or quality to rate the Foundation's impact as big.

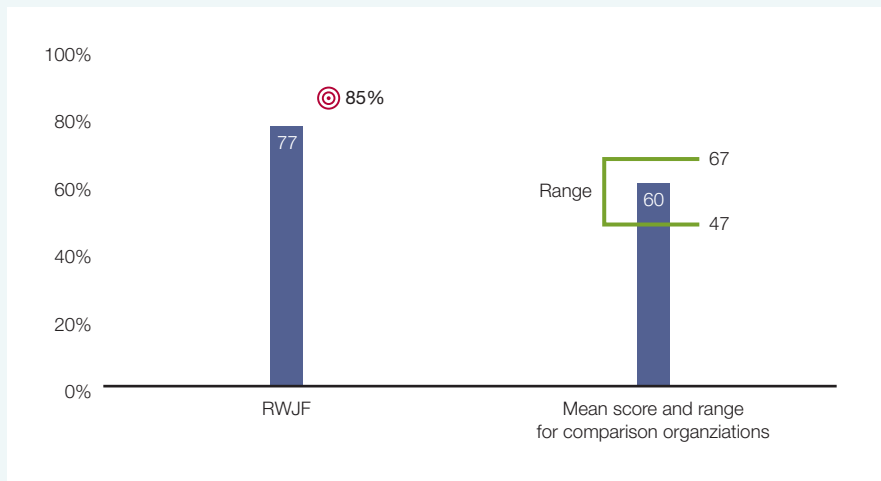


CHART 7: Health Policy Experts' Views on RWJF and Peers on Providing Unbiased and Objective Information—2011

→ Seventy-seven percent of health policy experts surveyed say that RWJF provides unbiased and objective information. In 2010, RWJF's score was 81 percent, not a significant decrease but a trend worth watching.

→ Nearly 60 percent of health policy experts have visited rwjf.org, and 9 of 10 of those experts say that the information on the website is accurate and objective.

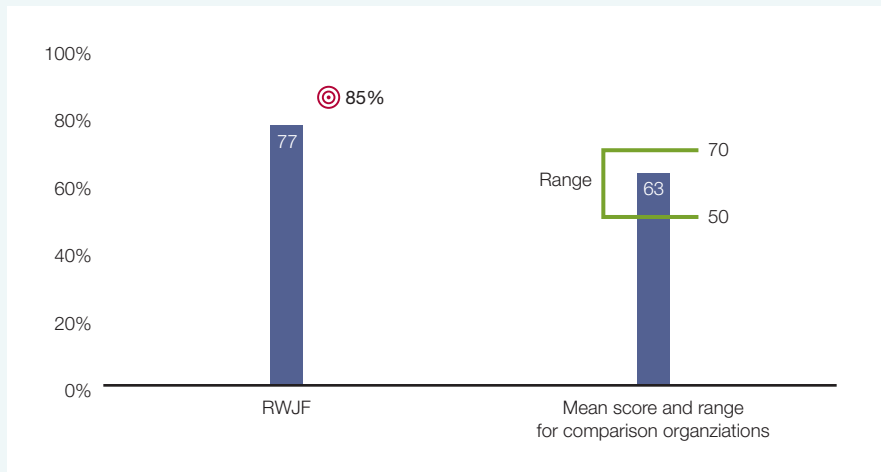


CHART 8: Health Policy Experts' Views on RWJF and Peers on Avoiding Political Partisanship/Ideology—2011

→ Three out of four health policy experts ranked RWJF top among its peers on avoiding political partisanship and ideology. The percentage of policy experts who say RWJF avoids partisanship has steadily increased—rising 10 points since 2006.

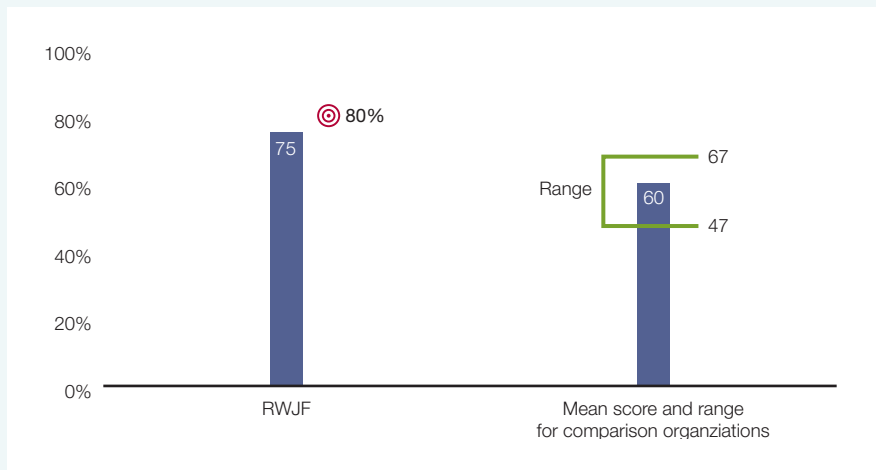
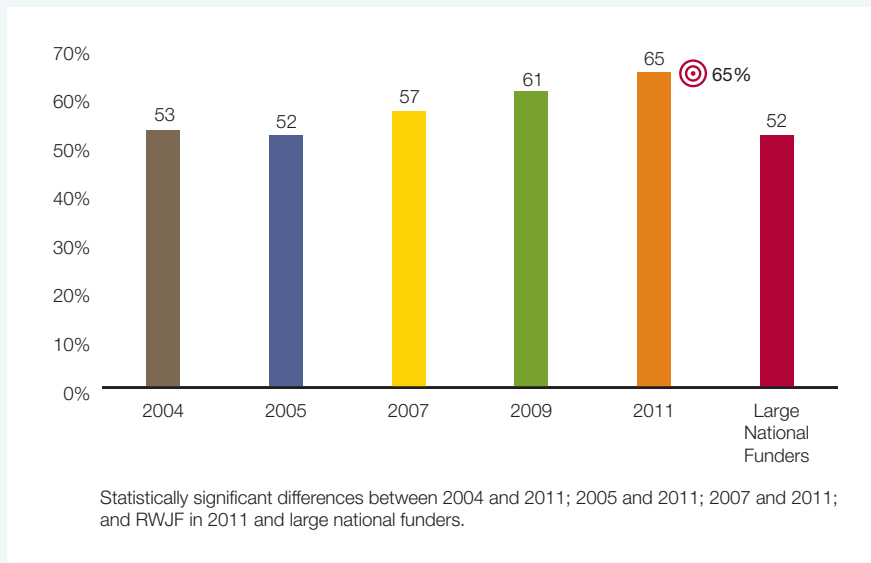


CHART 9: Grantees Who Say RWJF is Advancing Knowledge in the Field

→ In the 2011 CEP survey, 65 percent of grantees agree that RWJF is advancing knowledge in the field. This is an improvement over 2009, a significant increase from 2007 and continues an upward trend over the past six years.



Other Key Findings

In 2011, 58 percent of grantees say that RWJF has an effect on public policy in their field. The following grantee comment provides an example: *“The Foundation provided support for our early work on health impact assessments in our community. This project increased the awareness of our policy-makers, including elected officials, of the association between built environment and health.”*

CHART 10: Grantees Who Say RWJF Provides Objective Information

→ Eighty-five percent of grantees say that RWJF provides objective information, a big jump from 2007 and 2009.

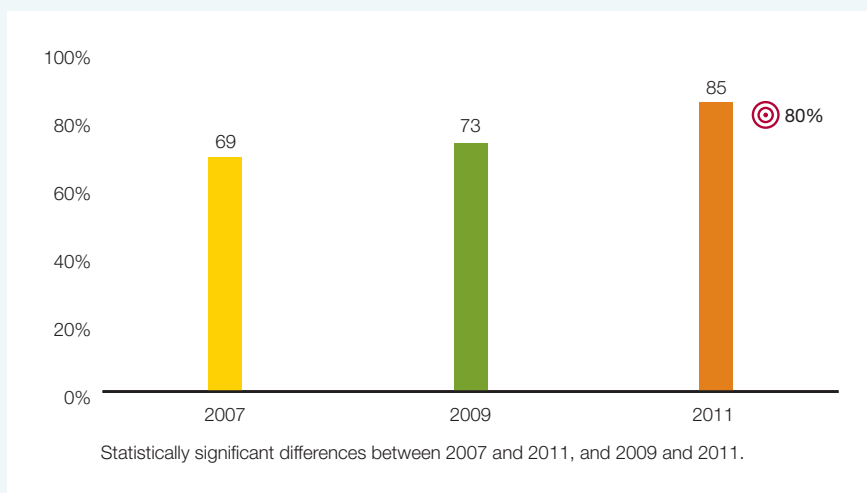
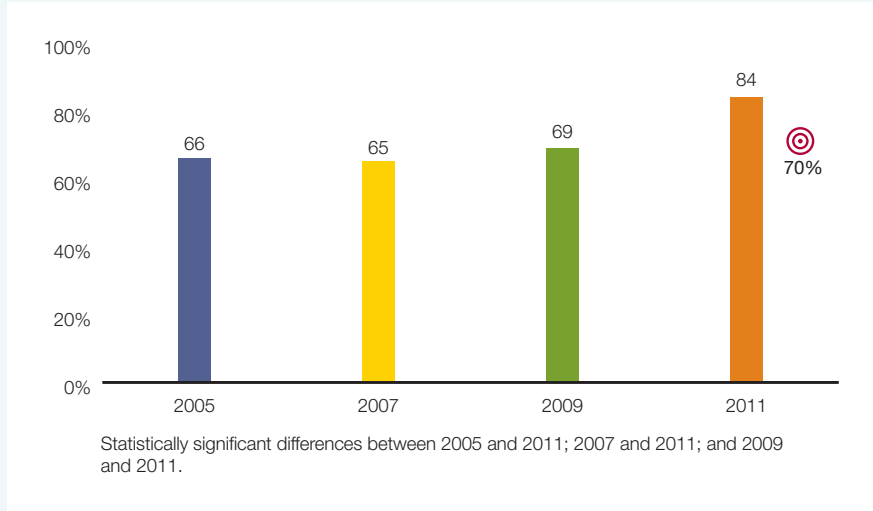


CHART 11: Grantees Who Say RWJF Makes a Difference on Problems on Which it Focuses

→ In 2011, the percentage of grantees supporting the statement that RWJF makes a difference on the problems on which it focuses jumped up 15 points over 2009, to 84 percent. The following grantee comment highlights our strategy: *“The Foundation makes a difference in providing evidence for policy development, implementation and advocacy that would otherwise not be completed.”*



Other Key Findings

In 2011, grantees gave RWJF high marks on impact on the field, shifting in a positive direction to 73 percent from 66 percent in 2009, and from 49 percent in 2005 (data not shown). In fact, RWJF rates well above large national funders (64%) in making an impact on the field.

Grantees do not rate us well in understanding their goals and strategies (60%). RWJF’s scores are similar to other large funders but well below all funders. CEP research suggests that this issue may be a limitation to the strength of the Foundation’s relationships with grantees and its ultimate impact.

Grantee Relations

Understanding How We Serve Our Grantees

Grantee Relations explores the effectiveness of the Foundation’s service to grantees, illuminating our strengths and weaknesses in helping them carry out their work. CEP’s Grantee Perception Report® enables the Foundation to better understand how an important constituent—our grantees—perceive our service. This ongoing survey enables us to see change over time and to compare ourselves with our peer foundations.

GRANTEE RELATIONS RWJF PERFORMANCE MEASURES	Present Score	Target	Percentage of Target Achieved
Grantee satisfaction	88	90	98
Fairness in treating grantees	89	95	94
Responsiveness of Foundation staff	85	85	100
Clarity of goals and strategies	75	75	100

CHART 12: Overall Grantee Satisfaction

→ In 2011, 88 percent of grantees give RWJF high marks on satisfaction. This is an average score of 6.5 (out of 7), the highest since we began the CEP survey in 2004, and significantly better than the scores we received in 2004 through 2007. It also is above median scores for the cohort of large national funders that we use as a benchmark for comparison.

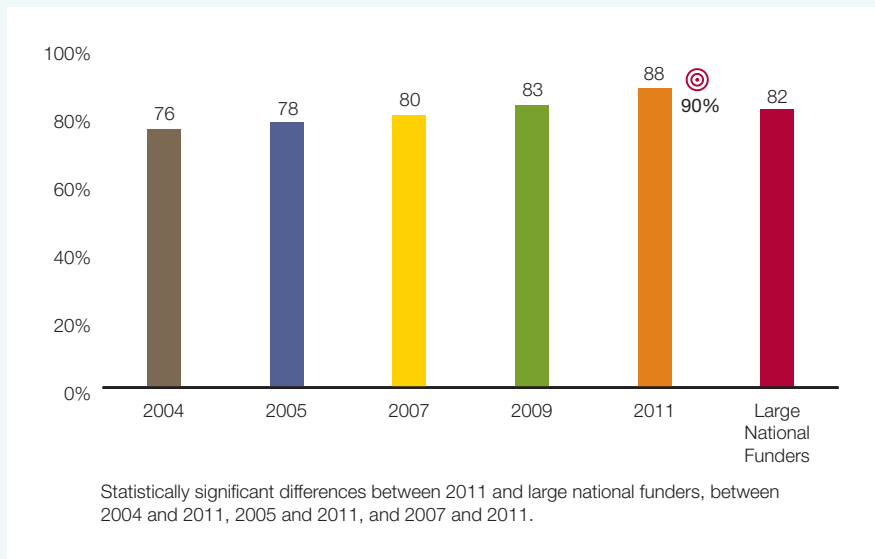
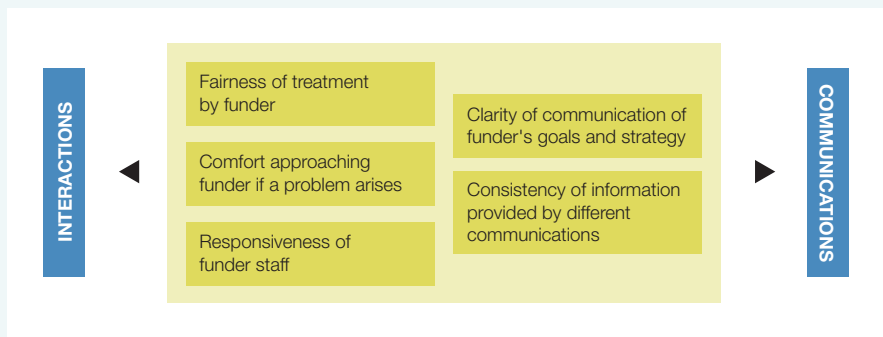


CHART 13: Key Components of Funder-Grantee Relationships Measure

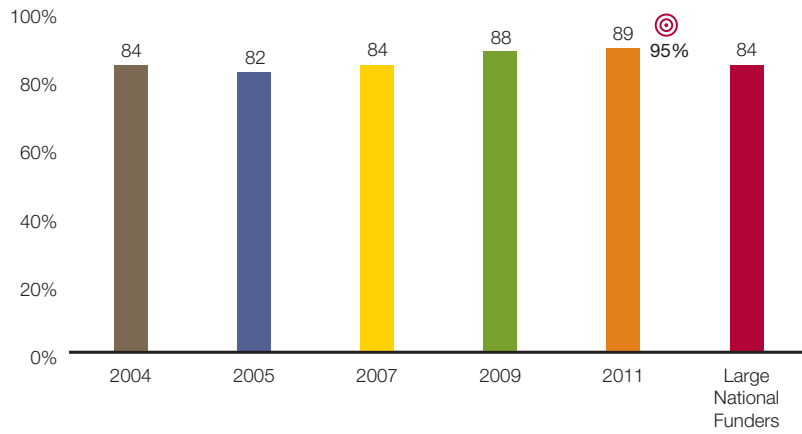
→ CEP analysis shows that there are a number of attributes that are related to grantee satisfaction. They are displayed in this diagram. Improvements in these five measures (shaded) lead to improved interactions and communications, and are related to satisfaction. These are areas that RWJF staff has worked to improve through quality improvement activities. RWJF results for these measures are presented on the following pages.



CHARTS 14 & 15: Grantee Views on Staff Fairness and Responsiveness

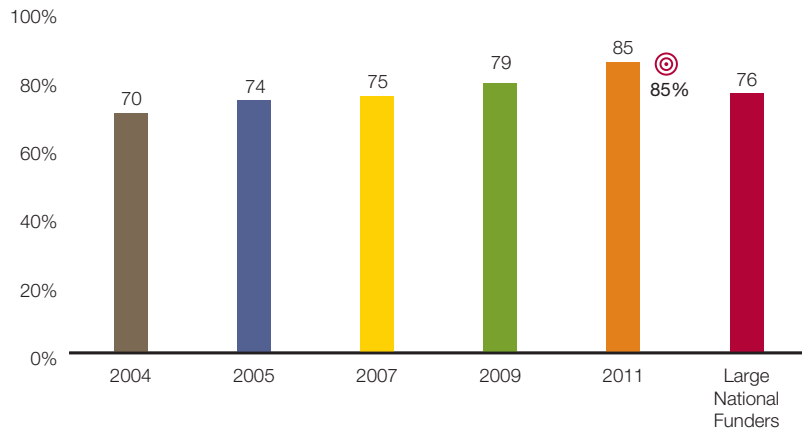
→ Nearly 90 percent of grantees report that RWJF treats them fairly, and 85 percent say we are responsive. Grantees also perceive the Foundation to be fairer and more responsive compared with large, national funders. Grantees are also comfortable approaching staff. RWJF received a positive score of 78 percent on approachability (data not shown.)

Fairness



Statistically significant differences between 2011 and large national funders; 2004 and 2011; and 2005 and 2011.

Responsiveness

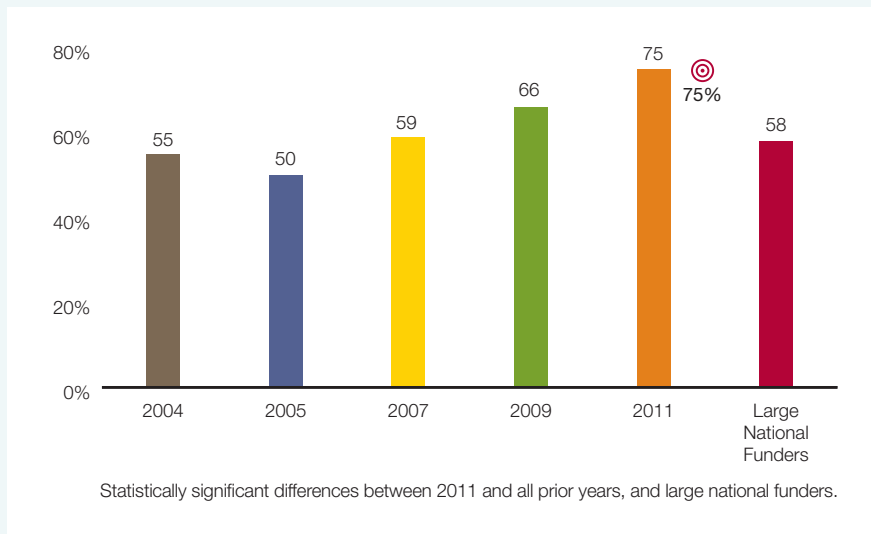


Statistically significant differences between 2011 and large national funders; 2004 and 2011; 2005 and 2011; and 2007 and 2011.

CHART 16: Grantees Who Say RWJF Goals and Strategies Are Clear

→ Today 3 of 4 grantees say RWJF’s goals and strategies are clear, a dramatic increase from 2005 when only half believed this was the case.

→ The percentage of grantees who view RWJF as having clear guidelines for what it will and will not fund (data not shown) has jumped from 53 percent in 2007 to 66 percent in 2011. As one grantee stated: *“The Foundation has been clear about their goals and has helped us to be clear about our program’s goals. As a result, we had clear targets for assessment, and the results have been very positive overall.”*



Other Key Findings

Grantees give the Foundation good marks in the consistency of information provided by communication resources. At 73 percent, the Foundation ranks above 7 of the 10 large national funders in this area.

Internal Measures

Internal Grantmaking Measures

In 2010, the Foundation:

- Received 4,373 proposals (a decrease of 19% from 2009)
- Awarded 724 grants (a decrease of 8% from 2009)
- Funded \$304 million in grants (a decrease of 14% from 2009)
- Awarded a median amount of \$182,569 (a decrease from \$185,000 in 2009)

CHART 23: Distribution of Funding by Program Area—2010

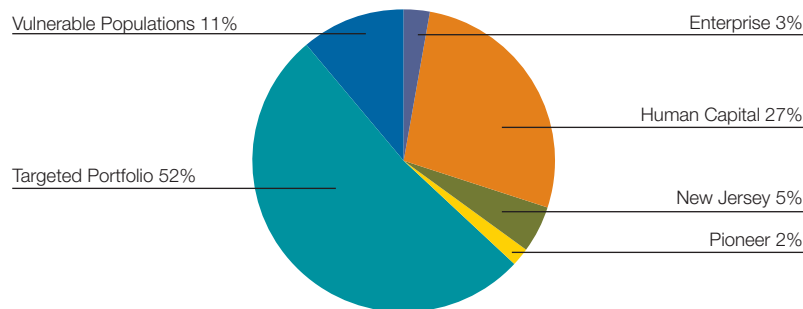


CHART 24: Median Days from Receiving Proposals to Sending Check

→ We continue to see the benefits of our streamlined grantmaking efforts. In 2010, the median number of days to process *independent* proposals of greater than \$750,000 dropped markedly—107 median days to process, compared with 192 in 2009 (154 in 2008). Processing times for proposals received through our *independent* grantmaking of under \$750,000 held steady at 70 median days to process, compared to 69 in 2009 (84 in 2008).

Note: 2010 was the first year national program proposals were tracked.

2010	Median Days to Process
< \$750,000 Independent Proposals*	70 days
> \$750,000 Independent Proposals	107 days
All National Program Proposals	55 days

* Independent proposals are not related to an authorization or a national program.

Web Measures

- The majority of visitors to rwjf.org are seeking information (73%) versus grant funding (27%).
- Quality/Equality, Human Capital, Childhood Obesity and Health Policy are the most popular areas visited on rwjf.org.
- rwjf.org has an average of 111,236 unique visitors each month.
- Approximately 2,300 new publications (journal articles, evaluations, reports and issue briefs) were posted to our website in 2010 as a direct result of our research initiatives.
- Most frequently viewed publications by our audience are journal articles, issue briefs and map/state data.

CHART 25: Social Media Measures (Twitter, Facebook, YouTube, RWJF.org)

→ We use four terms to categorize use of social media: view, follow, share and participate. These terms are meant to convey a continuum of engagement with our audience, from simply viewing a tweet or Facebook page (a fairly passive use of Web 2.0), to a much more active place where our audience is mentioning our tweets or posting comments on Facebook.

→ Taken together, you can see that we have experienced a large increase in following, sharing and participating from 2009 to 2010 across Twitter, Facebook, YouTube and rwjf.org, although we had fewer views during this time. This is, at least in part, due to the fact that we could not accurately measure 2009 activity because of industry/evaluation measurement changes.

Web 2.0 Metrics (per month)	2009	2010
View	190,755	152,166
Follow	630	2,417
Share	281	1,174
Participate	61	2,086



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November 2011