



2017 Center for Effective Philanthropy Grantee Perception Report

Since 2007, the Foundation has partnered with the Center for Effective Philanthropy (CEP) every other year to survey grantees about their perceptions of, and experience with, the Foundation. Responses to the survey are compiled into CEP's Grantee Perception Report (GPR), which CEP has designed to provide comprehensive, actionable feedback for the Foundation.

The Foundation's grantees are critically important partners in our efforts to build a Culture of Health, and our success depends significantly on them. The survey includes a range of questions that were fielded among grantees of all 250 foundations that participate in the GPR, as well as some questions that are only asked of RWJF's grantees.¹

The 2017 GPR includes data from grantees who were funded by the Foundation at any point during 2016. CEP fielded the survey in early 2017; 641 grantees responded, a 60 percent response rate, which is higher than for our peer philanthropic funders.

An advantage of CEP's survey is that it allows us to compare ourselves with our philanthropic peers. We created a custom comparison group of 14 foundations that have more than \$1 billion in assets each and whose grantmaking is similar in size and scope to RWJF's.¹

The charts in this overview will highlight grantees' perceptions in five key areas. These are: (1) grantee relationships—how our grantees feel about approaching the Foundation generally; (2) communication of our goals and strategy; (3) advancing knowledge in the field and advancing health equity; (4) the Foundation's understanding of the social, cultural, or socioeconomic factors that affect grantees' work; and (5) the time and effort grantees spend applying for funding. Where applicable, comparisons among peer funders will be referenced.

When last fielded in 2015, the GPR revealed that grantee perceptions of the Foundation's impact and influence were strong and the Culture of Health vision was widely resonant. The results of the 2017 GPR, though, reflect declining perceptions. In many of the areas in which the Foundation has long been strong, values are now lower, and other areas are now similar to our peers and our lead has diminished. Further, values trend among the lowest on record since we began fielding the GPR 10 years ago. Specifically:

- Perceptions of our impact have declined. The average rating of the Foundation's understanding of the fields and communities in which we work and our impact therein are lower;
- Our influence among leaders across sectors and in health and health care organizations is perceived less positively than in 2015; and
- Views of the Foundations' agility and ability to move quickly and avoid political partisanship and ideology have declined.

Grantees report spending more time on administrative requirements of funding in 2017—an average of 75 hours over a grant's life cycle compared to 73 hours spent in 2015. The 2017 value is on par with the amount of time reported by grantees in our comparison cohort, though, and Foundation grantees report spending less time (11 hours) on reporting, monitoring, and evaluation than those in the comparison cohort (an average of 12 hours).

¹ Peer foundations include the: Bill and Melinda Gates Foundation, Carnegie Corporation of New York, Doris Duke Charitable Foundation, Ford Foundation, Gordon and Betty Moore Foundation, John D. and Catherine T. MacArthur Foundation, John S. and James L. Knight Foundation, Atlantic Philanthropies, California Endowment, David and Lucile Packard Foundation, Rockefeller Foundation, Wallace Foundation, William and Flora Hewlett Foundation, and W.K. Kellogg Foundation.

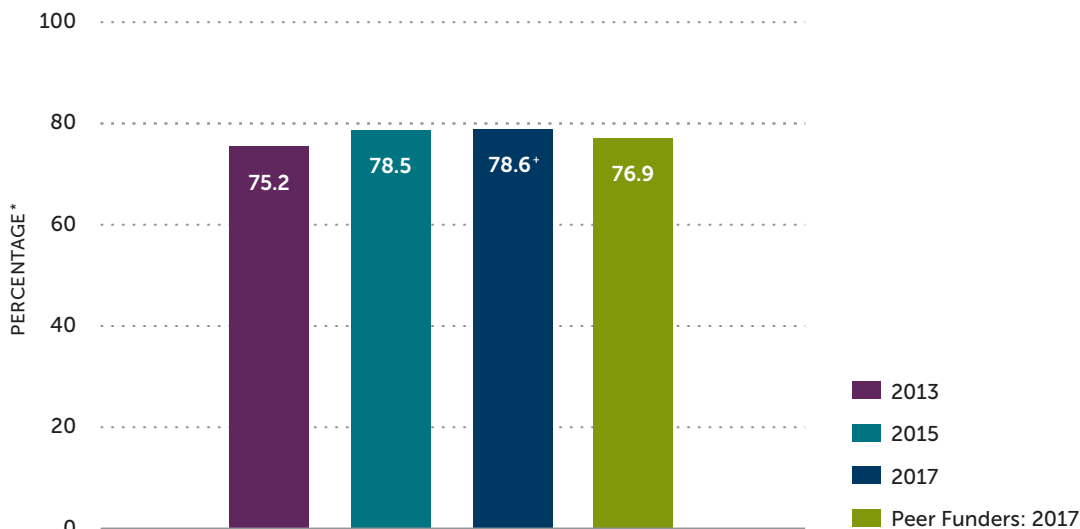
Though ratings have declined, grantees still respond positively to the Foundation’s impact in their fields overall. Grantee suggestions for improvement underscore a need for clear and consistent communication about the Culture of Health vision. Many also shared concerns about the value of their work in the current political climate, and believe the Foundation has an imperative

to continue to catalyze collaboration and elevate the importance of health as a shared value. As we work to improve population health, well-being, and equity, it is critically important to heed opportunities such as these to give voice to those that will amplify our efforts—our grantees—and make our grantmaking more effective.

Relationships

Below is a measure that the Center for Effective Philanthropy included in their larger construct of “relationships.” One area where we saw a notable improvement was in grantees’ comfort in approaching the Foundation if a problem arises. As we continue to work adaptively on complex issues that carry varying levels of risk, it is important that our grantees feel comfortable approaching staff when they encounter a problem.

HOW COMFORTABLE DO YOU FEEL APPROACHING THE FOUNDATION IF A PROBLEM ARISES?



*Percentage of responses that were 6 or 7

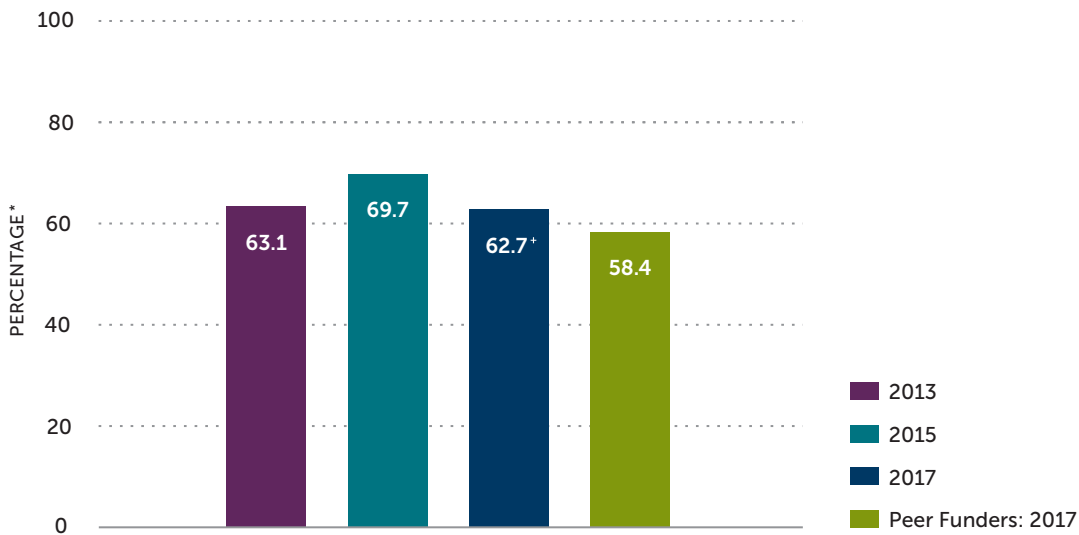
†The difference between 2015 and 2017 RWJF data is statistically significant ($p < .05$)

Note: Responses are recorded on a Likert scale from 1 to 7, with 1 signaling no agreement with a statement or question and 7 signaling strong agreement; grantees are provided the space to provide open-ended responses to specific questions, as well as suggestions for improvement.

Communication

Perceptions of our communications with grantees remain important to monitor as the Culture of Health strategy is embraced and amplified in their work. This finding underscores a need for clearer communication of the goals for the work we support and the strategies we will employ to achieve them. Additionally, just over half of grantees agree that our four new themes are clear. Moving forward, we must do more to articulate the goals and strategies of each, and how they relate to the Culture of Health.

HOW CLEARLY HAS THE FOUNDATION COMMUNICATED ITS GOALS AND STRATEGY TO YOU?



*Percentage of responses that were 6 or 7

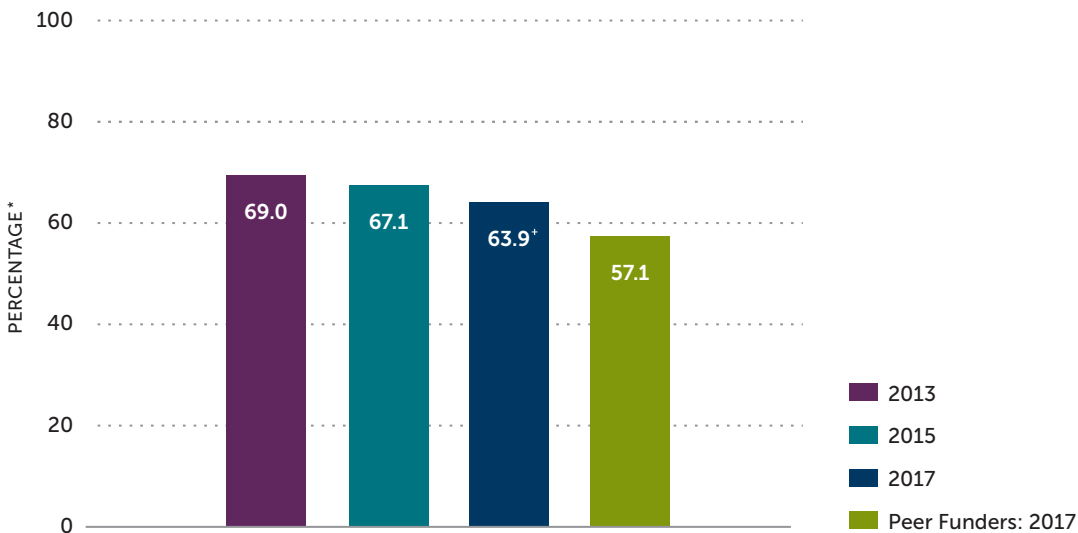
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Reputation

The Foundation has a strong legacy of providing support to advance knowledge in the fields in which we work and of providing objective information. These constructs are critically important, given the importance of the knowledge development and dissemination needed to build a Culture of Health. As good stewards of our resources, we must continue to ensure that the grantees we support and the work they do is perceived as credible. These data provide an imperative for our work moving forward and will be a critical area to monitor.

TO WHAT EXTENT HAS THE FOUNDATION ADVANCED THE STATE OF KNOWLEDGE IN YOUR FIELD?

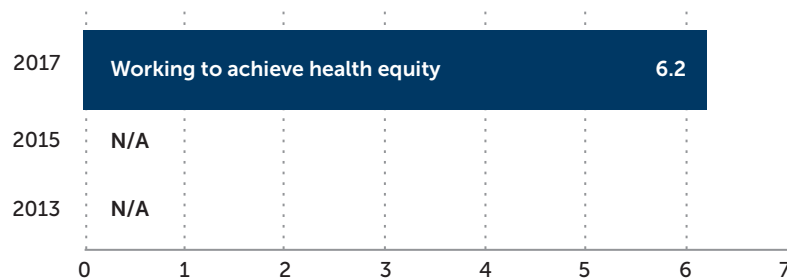


*Percentage of responses that were 6 or 7

*The difference between 2017 RWJF and Peer Funder data is statistically significant ($p < .05$)

Note: Responses are recorded on a Likert scale from 1 to 7, with 1 signaling no agreement with a statement or question and 7 signaling strong agreement; grantees are provided the space to provide open-ended responses to specific questions, as well as suggestions for improvement.

STRONGEST ASSOCIATIONS WITH RWJF

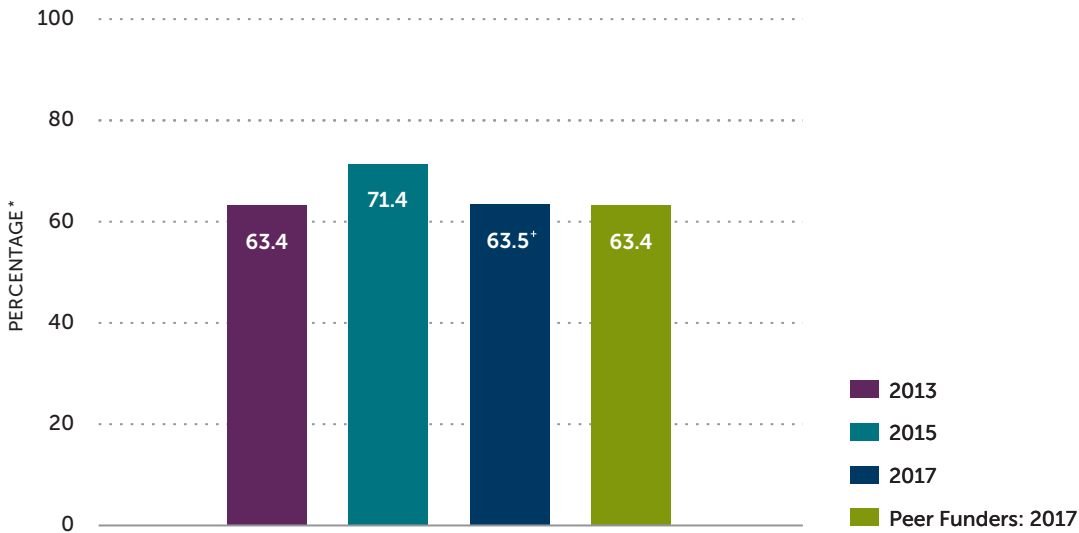


1 = Do not associate with RWJF
 7 = Strongly associate with RWJF

Understanding Our Grantees

An understanding of the social, cultural, or socioeconomic factors that affect grantees' work is critical to cultivating a shared vision for success. Without it, our efforts to shift conditions and systems to create lasting change will be futile. The 2017 results dipped significantly from 2015 and warrant thoughtful reflection about the best way to engage our grantees.

HOW WELL DOES THE FOUNDATION UNDERSTAND THE SOCIAL, CULTURAL, OR SOCIOECONOMIC FACTORS THAT AFFECT YOUR WORK?



*Percentage of responses that were 6 or 7

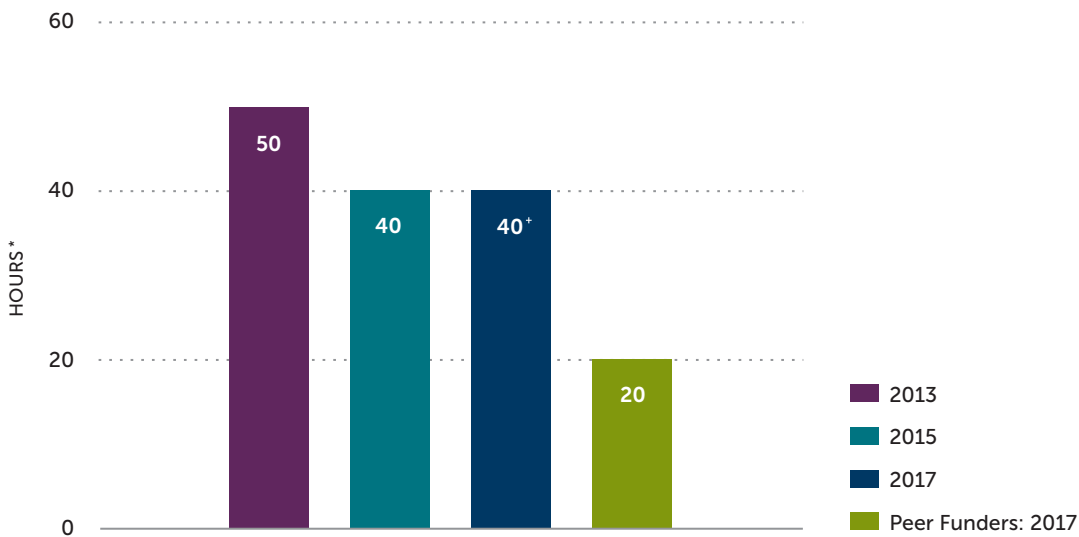
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Time Spent on Proposal and Selection Processes

Data on the Foundation’s internal processes have provided, and will continue to provide, useful feedback. These data have been important drivers of improvements to our internal processes. Past survey findings revealed that grantees were spending more time on the Foundation’s proposal and selection process when compared with our peers and facilitated a series of improvements to our internal processes.

PLEASE ESTIMATE THE TOTAL NUMBER OF HOURS YOU AND YOUR STAFF SPENT ON THE PROCESS FOR CREATION AND SELECTION OF THE PROPOSAL RELATED TO THIS GRANT FROM THE FOUNDATION



*Average number of hours reported

*The difference between 2017 RWJF and Peer Funder data is statistically significant ($p < .05$)

Grantees were asked to estimate the number of hours spent on their proposal and related tasks in advance of getting an award letter from the Foundation.