

Summary of Applicant and Grantee Perceptions



For the past three years the REACH Healthcare Foundation has implemented an annual applicant and grantee survey to seek guidance from our stakeholders of ways to improve our grantmaking processes, assess our relationships and behaviors, sharpen and tailor our communication strategies, and evaluate our impact in the communities we serve.

Results for the 2014 survey indicate that applicants and grantees are treated with respect and fairness and believe their grant applications are given a thoughtful and thorough review before funding decisions are made. Foundation staff is perceived to be helpful and the application processes are clear and easy to use. Foundation communications are universally seen to be clear and consistent about our mission, values, and interest areas. Improvements to Foundation website content are likely needed.

REACH leadership and staff are widely seen to be knowledgeable about their grantees' fields and in each of the Foundation's interest areas are perceived as deeply engaged and a leader offering innovative solutions to pressing challenges around health care access, quality and equity. More than 80% of survey respondents believe the Foundation has had a significant influence on local and state health policy, and more than 90% believe the Foundation has had a positive impact on the health care field, the communities served, non-profit organizations, and health care consumers.

Highlights

Key Findings

The REACH Healthcare Foundation implemented a new applicant and grantee feedback survey process for the 2011 competitive grant cycle. This report summarizes the results from the most recent grantmaking cycle (2013) and compares results to the 2011 and 2012 cycles.

The content, timing, and process used to invite applicants to respond was consistent across each year: all organizations that submitted a Letter of Intent (LOI) to the Foundation ($N_{2012} = 67$; $N_{2013} = 63$; $N_{2014} = 73$) were invited to participate by completing a Foundation-developed web-based survey. In 2014 grantees who were invited to submit an application for core operating support were contacted in a separate but equivalent process with a slightly reduced survey form and where applicable those results are included in the aggregate and in separate summaries by grant type.

Applicants were emailed a link to the appropriate survey (Program grant or Core Operating Partner grant) and provided a three week window in which to reply. All respondents were sent a reminder email 1 week and 1 day before the window closed. In each year the Foundation extended the window by one week to allow additional respondents to reply.

In 2014 the Applicant and Grantee Feedback Survey for Program Grants consisted of 37 items and the Core Operating Partners Grants Survey consisted of 27 items. The surveys measured experience responding to the REACH Foundation's request for proposals. In addition, respondents were asked to provide their perceptions of:

- the utility of Foundation resources available to applicants;
- the value of feedback received from Foundation staff;
- foundation staff and how staff interact with applicants during the proposal process; and
- the clarity and consistency of Foundation communications.

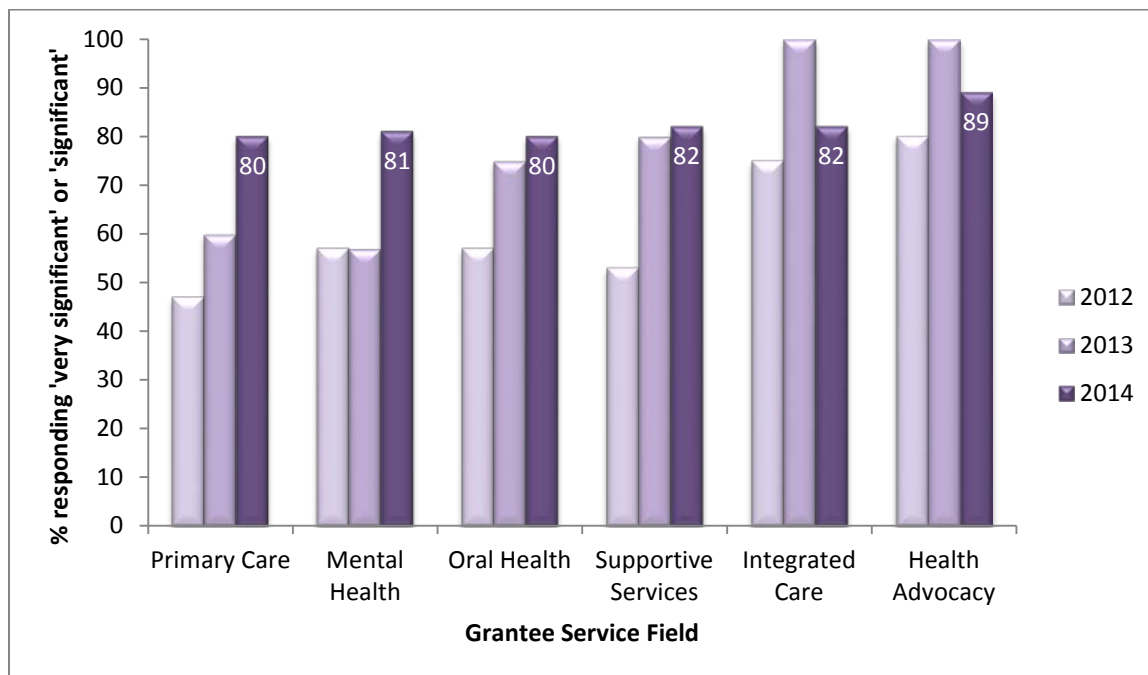
Respondents also were asked to reflect on the value of the Foundation's investments in their organization, community and for consumers as well as to the field at-large. Respondents provided feedback on the specific impact of REACH's grant making and change-making efforts in advancing knowledge development and influencing health care policy in their respective fields.

The results presented in this report are cross-sectional – providing an annual snapshot of the perceptions of applicants and grantees in 2012 through 2014 (representing the 2011 through 2013 grant cycles). Responses were obtained during a 20 day window in July of each year. Response rates have varied over time: 2012 = 63%; 2013 = 40%; 2014 = 71%. In general there is a consistent perception among respondents suggesting that the Foundation:

1. is fair, respectful and supportive of applicants and grantees during the application process;
2. provides a thorough and thoughtful review of LOIs and full proposals;
3. is helpful and has a clear and easy to use application process;
4. provides useful resources and information for applicants as they prepare their LOI and full proposal; and
5. provides clear and consistent communications about our mission, goals and funding interest areas.

Over the past three years grantees observed that the Foundation’s influence has grown in primary care (in 2012, 47% felt the Foundation had a ‘very significant’ or ‘significant’ influence, compared to 80% by 2014); mental health (57% in 2012 to 81% in 2014); oral health (57% in 2012 to 80% in 2014); and supportive services (53% to 82%). See Figure below.

Grantee Perceptions of Foundation’s Influence on Local and State Health Policy



More than 90% of grantee respondents indicated that the Foundation’s work (i.e., strategic partnering, grantmaking, capacity building) is having a “strong positive” or “positive” impact on their clients or consumers (93%) their organizations (96%), the community (96%), and the fields (93%) in which REACH invests. REACH staff are perceived to be knowledgeable and deeply engaged in the community and with the pressing issues grantees and their clients experience. Many applicants and grantees believe that Foundation staff are leaders in their field offering innovative thinking and solutions. This is particularly true in mental health, oral health and health care advocacy and public policy. A majority of respondents indicated that the Foundation’s investments

as both a funder and a thought partner has directly led to improvements in the quality of health care services and programs offered by grantees and has been essential in expanding existing programs and services to more or different populations of patients.

REACH staff and leaders are perceived to be responsive, respectful, helpful and fair with applicants and grantees. They are seen as knowledgeable about their respective fields, their organizations, engaged and helpful at appropriate levels with grantees, and interested in the work of grantees.

Finally, it's important to note that the Foundation's theory of change-driven investment approach appears to have taken root among stakeholders. In 2012, shortly after the Theory of Change was introduced, less than half of grantees found it helpful. In 2014 more than 80% found REACH's Theory of Change to be helpful.

Several areas for improvement were identified through the *2014 Applicant and Grantee Survey*:

1. Continue to find ways to encourage applicants to seek feedback about their proposals after selection decisions are made;
2. Seek feedback from stakeholders about the types of information that would be most useful for the Foundation's website.
3. Program grantees and Core Operating Partners utilize social media in different ways and at different rates. The Foundation should explore how best to use social media to reach stakeholders.
4. Thirty-nine percent of grantees providing mental health services see the Foundation as a "leader offering innovative solutions." This is lower than primary care (43%) and oral health (53%), integrated care (50%) and advocacy and policy (60%). Foundation staff should continue to seek leadership opportunities in mental health.

The following pages provide a series of tables summarizing the results of the survey and comparisons to internal benchmarks or thresholds of quality the Foundation uses to assess our performance. These thresholds attempt to answer the question, "How good is good enough?" and are meant as a way to identify areas of strength and areas for improvement for the Foundation. Thresholds will continue to be reviewed and adjusted so that Foundation staff strives for higher levels of customer service and quality in our grant making. For more information about the survey or the results please contact:



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Perceptions of Applicants Regarding Letter of Intent Process

The survey asked applicants to reflect on their experience with the Foundation's Letter of Intent (LOI) process as the first stage of applying for a program or core operating grant. Applicants reported that they were treated with respect and a supportive attitude by Foundation staff when they had questions about the process. Other key findings are in the tables below. One particular concern is the lower percentage of applicants seeking feedback from Foundation staff following LOI notification.

Did we treat all applicants with respect and fairness?

	% Yes			2014 % Yes by Grant Type		Met Threshold
	2012 (N=42)	2013 (N=25)	2014 (N=52)	Core Operating	Program	2014
REACH staff treated you with respect and supportive attitude during LOI (application) process.	100%	100%	100%	100%	100%	✓
Did you seek feedback from Foundation staff following LOI notification? ¹	88%	96%	79%	N/A	79%	N/A
After getting feedback do you believe your LOI received a thoughtful and thorough review?	91%	100%	100%	N/A	100%	✓

Notes: ¹ Staff experience suggests a lower percentage actually seek feedback. Quality threshold for perceptions of respect and fairness is 95% affirmative. N/A = not applicable – Core Operating partners only submitted a proposal.

Are we, and our processes, helpful?

	% Very or Somewhat			2014 % Yes by Grant Type		Met Threshold
	2012 (N=42)	2013 (N=25)	2014 (N=52)	Core Operating	Program	2014
How helpful was REACH staff during the LOI (application) process?	92%	100%	96%	100%	94%	✓
Was amount of information required on Core Operating application reasonable and manageable? ¹	---	---	100%	100%	N/A	✓
Online application process was clear	95%	100%	100%	100%	100%	✓
Online application process was easy to use	95%	100%	98%	93%	100%	✓

Note: ¹ Question is new in 2014 and only included in the Core Operating Partners Survey version. Quality threshold for perceptions of helpfulness of staff and our grant application processes is 90% reporting "Very Helpful" or "Somewhat Helpful."

Perceptions of Foundation Communications and Sources of Information

Applicants and grantees were asked to consider the quality of our communications as well as the way the Foundation communicates. The results indicate that the Foundation has become more effective over time in communicating with our grantees about our mission, goals and interest areas.

Are we communicating with clarity and consistency . . .

	Clarity			2014 By Grant Type		Consistency			2014 by Grant Type		Met Threshold
	2012 (N=32)	2013 (N=21)	2014 (N=52)	Core Op	Program	2012 (N=32)	2013 (N=21)	2014 (N=52)	Core Op	Program	2014
About our mission	100%	95%	100%	100%	100%	98%	100%	100%	100%	100%	✓
About our goals	100%	95%	100%	100%	100%	95%	100%	100%	100%	100%	✓
About our interest areas	100%	100%	100%	100%	100%	98%	100%	100%	100%	100%	✓

Notes: Figures reflect the percentage of respondents reporting that Foundation communications are “very” and “somewhat” clear and consistent. Note: Threshold is 95% reporting “very” or “somewhat” clear and consistent.

Importance to your organization’s work of information posted on REACH website

	2014 by Grant Type		
	2014 (N=52)	Core Operating	Program
Grant cycles and grant timelines	98%	100%	97%
Announcements about events and professional development opportunities	11%	7%	13%
Reports and other research publications	15%	27%	10%
Information about the REACH Foundation’s funding priorities	76%	67%	81%

Notes: Respondents were asked to rank order the importance of each type of information with 1 being most important and 4 being least important. Results presented are the percentage of respondents who ranked the information as a “1” or “2” – the most important information types.

Benefit of REACH e-newsletters to your organization's work

		2014 by Grant Type	
	2014 (N=52)	Core Operating	Program
Do you generally find the information in the e-news bulletins to be beneficial to you in your work?	87%	86%	87%

Notes: Respondents were asked to indicate how frequently they found the information beneficial. The response scale was "Always," "Sometimes," "Rarely," "Not at all," and "I don't receive e-news bulletins." Percentages are those responding "Always" and "Sometimes." Seven percent of respondents reported not receiving the e-news bulletins.

Utilization of Social Media by Applicants and Grantees

		2014 by Grant Type	
	2014 (N=52)	Core Operating	Program
Do you utilize social media to stay current on healthcare in KS, MO and KC?	55%	75%	45%
If yes, do you follow REACH on social media?	51%	100%	26%
If yes, which of the following are you more likely to use to stay current on what's happening in healthcare in KS, MO and KC?			
Most likely – Facebook	96%	92%	100%
2 nd most likely - Twitter	67%	75%	60%
Others: YouTube, LinkedIn, Google+, Instagram, Pinterest	YouTube & LinkedIn	YouTube & LinkedIn	YouTube & LinkedIn

Notes: Of those who use social media - percent responding affirmative.

Perceptions of Competitive Program Applicants Invited to Submit a Full Proposal

Applicants who were invited to submit a full proposal during the program grants competition were asked a series of additional questions about their experience of preparing and submitting the full proposal. The following tables provide additional perceptions and expressed opinions about the Foundation, our operations, impact, and leadership in the communities we serve.

The results obtained from 26 organizations invited to submit a full proposal indicate that REACH staff members are perceived by all respondents to be helpful, respectful and supportive during the full proposal process.

Do we treat others with respect and fairness? – Competitive Program Grant Applicants

	% Yes			Met Threshold
	2012 (N=32)	2013 (N=19)	2014 (N=26)	2014
REACH staff treated you with respect and supportive attitude during the FULL PROPOSAL process.	97%	100%	100%	✓
Did you seek feedback from Foundation staff following AWARD OR DECLINE notification?	74%	100%	77%	N/A
Of those who sought and received feedback, do you believe your FULL PROPOSAL received a thoughtful and thorough review?	94%	100%	100%	✓

Note: Threshold for perceptions of respect and fairness is 95% affirmative. Core Operating Partners are solicited and do not compete for funding or are declined for funding based on their proposal.

Are we, and our processes, helpful? - Competitive Program Grant Applicants

	% Very or Somewhat			Met Threshold
	2012 (N=32)	2013 (N=19)	2014 (N=26)	2014
How helpful were REACH staff	94%	100%	100%	✓
Online application process was clear	88%	100%	100%	✓
Online application process was easy to use	81%	95%	95%	✓

Note: Threshold for perceptions of helpfulness of staff and our grant application processes is 95% responding “Very” or “Somewhat.”

Comments (All remarks received are presented below):

“The application process is very time consuming. Is there any way to shorten the requirements while maintaining the application integrity?” (Program Grant applicant)

Foundation Understanding of and Leadership in Health Care

Both Core Operating Partners and Program grantees were asked to assess the Foundation’s understanding of their field. Foundation staff have made a concerted effort to participate in, sponsor, and present at local, regional and national events specifically focused on our interest areas. The results

from this survey appear to suggest that this more extensive professional and community engagement in the interest areas as well as leading a number of key convenings focused on mental health, oral health, and health care policy have translated into the perception that Foundation staff better understands applicant fields.

To what extent has the Foundation demonstrated an understanding of your field?

	% Very or Somewhat			2014 by Grant Type		Met Threshold
	2012 (N=32)	2013 (N=21)	2014 (N=46)	Core Operating	Program	2014
All REACH Interest Areas	93%	100%	97%	100%	96%	✓
Primary Care	87%	100%	93%	100%	88%	✓
Mental Health	88%	100%	91%	100%	89%	✓
Oral Health	72%	100%	87%	100%	80%	
Integrated Care	88%	100%	93%	100%	90%	✓
Supportive Services	89%	100%	95%	100%	94%	✓
Advocacy/Policy	90%	100%	95%	100%	91%	✓

Note: The threshold for perceived knowledge of applicant disciplines and fields of work is 90%. The 2012 threshold was 85%.

Foundation's Role in Advancing Knowledge

In 2014, for each of the Foundation's interest areas, at least 80% of grantees reported perceiving Foundation staff as leaders offering innovative ideas and solutions or being deeply engaged in efforts to address the challenges of meeting the healthcare needs of the uninsured and medically underserved. In general, REACH's Core Operating Partners are more likely to report that REACH is a leader in the field offering innovative solutions to barriers to access, quality and equity.

To what extent has the Foundation advanced knowledge in your field?

	Contribution	2012	2013	2014	2014 by Program Type	
					Core Operating	Program
All Interest Areas	Leader Offering Innovations	47%	63%	48%	63%	40%
	Deeply Engaged	17%	19%	30%	25%	33%
	Active Participant	15%	13%	9%	13%	7%

To what extent has the Foundation advanced knowledge in your field?

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					2014 by Program Type	
	Contribution	2012	2013	2014	Core Operating	Program
Primary Care	Leader Offering Innovations	33%	60%	43%	33%	50%
	Deeply Engaged	27%	---	43%	50%	38%
	Active Participant	27%	20%	7%	17%	---
Mental Health	Leader Offering Innovations	44%	71%	39%	40%	39%
	Deeply Engaged	13%	---	43%	40%	44%
	Active Participant	19%	29%	4%	20%	---
Oral Health	Leader Offering Innovations	29%	75%	53%	60%	50%
	Deeply Engaged	29%	---	33%	40%	30%
	Active Participant	14%	25%	---	---	---
Integrated Care	Leader Offering Innovations	13%	50%	50%	50%	50%
	Deeply Engaged	50%	50%	43%	50%	40%
	Active Participant	25%	---	---	---	---
Supportive Services	Leader Offering Innovations	32%	60%	38%	40%	38%
	Deeply Engaged	21%	20%	43%	60%	38%
	Active Participant	21%	20%	10%	---	13%
Advocacy/Policy	Leader Offering Innovations	70%	86%	60%	78%	46%
	Deeply Engaged	10%	14%	20%	22%	18%
	Active Participant	---	---	10%	---	18%

Note: Thresholds have not yet been set for the role of the Foundation in advancing the knowledge within a given field.

Comments (All remarks received presented below):

“REACH is a leader in health advocacy in Kansas and for that reason they have had a strong impact both on my organization and the field in general.”

“REACH demonstrates and exhibits strong leadership in improving health.”

“The Foundation’s work and investments in Patient-Centered Medical Home and Dental Access have had a direct impact on our organization’s ability to increase access and improve quality and outcomes for our patients.”

Perceptions of Foundation Influence and Impact

A larger percentage of Foundation applicants and grantees in 2014 believe the Foundation has had a very significant or somewhat significant influence on local and state health policy, particularly in oral health, integrated care, supportive health services, and more broadly in health care advocacy and policy. Respondents also perceived the Foundation to have had a substantial impact on their consumers/clients, communities, their field, and on their organization.

To what extent has the Foundation had a positive influence on local and state health policy in your field?

	% Very Significant or Somewhat Significant			2014 by Grant Type		Met Threshold
	2012	2013	2014	Core Operating	Program	2014
All REACH Interest Areas	57%	75%	89%	100%	82%	✓
Primary Care	47%	60%	80%	100%	60%	✓
Mental Health	57%	57%	81%	100%	75%	✓
Oral Health	57%	75%	80%	100%	67%	✓
Integrated Care	75%	100%	82%	100%	71%	✓
Supportive Services	53%	80%	82%	100%	75%	✓
Health Advocacy	80%	100%	89%	100%	80%	✓

Note: Threshold for policy influence is 75% or more reporting that the Foundation has had a “significant” or “somewhat significant” influence in health policy in their field (n=35). Percents reported do not include respondents (n=11) who were unable to assess the influence of the Foundation.

Comments (All remarks received presented below):

“The REACH Healthcare Foundation has impacted the field of healthcare in KC to a great extent – both in research and advocacy and in partnering with a variety of grantees and other funders to make a larger impact.”

“REACH has been critical to generating positive change.”

To what extent has the Foundation's work had an impact on your field, organization and professionals?

	% Strong Positive or Positive			2014 by Grant Type		Met Threshold
	2012	2013	2014	Core Operating	Program	2014
Impact on the field	95%	94%	93%	100%	90%	✓
Impact on my organization	88%	94%	96%	100%	93%	✓
Impact on me as a professional	85%	72%	87%	94%	83%	
Impact on community	93%	94%	96%	100%	93%	✓
Impact on consumers/clients	88%	94%	93%	94%	93%	✓

Note: Threshold for Foundation generalized impact is 90%. The 2012 threshold was set at 85%.

Comments:

"REACH's impact extends beyond grantmaking – which I believe to be strategic and dynamic. REACH is a true philanthropic partner in its willingness to leverage its own influence (networks, staff, and other resources) to meet its mission. Not just through grant making."

"The Foundation's consistent dedication to the three basic funding areas, along with its dedication to core operations funding have had a profound impact on the health community."

"REACH funding has provided [name of organization] the opportunity to assist consumers through the maze of mental health systems. Many consumers and families have commented on how they would not have been able to get into services without this assistance."

"REACH has been instrumental in developing community-based models of mental health and development of community resiliency to traumatic experiences."

"REACH has been a stalwart partner in supporting our organization in achieving its mission. It has also been innovative in the ways it creates a sense of community among grantees in OCI (Organizational Capacity Index) sessions."

"The REACH Healthcare Foundation is making a difference in the lives of so many poor and underserved children and families. Probably the single most important resource you provided was Safety Net Solutions. This has helped us significantly learn from others and improve our processes."

"The REACH Healthcare Foundation board and staff made an investment in dental care for poor and underserved children in Cass County. Without their investment, this clinic would not have opened and these children would not have access to improved oral health. Here are just two stories of the families we are supporting due to your amazing investment:

'A grandparent brings her 6 and 7 year old grandchildren to their very first dental visit at our clinic. They required four additional visits to the clinic to properly treat and restore their smiles. They now attend every six months to receive routine cleanings!'

'A family learns about our clinic after being unable to find a dentist in the area that would accept Medicaid. Having gone several years without dental care she brings her 11, 10 and 5 year-old (first visit) to our clinic. She now reports that they are more interested in taking care of their teeth and that the staff did a great job explaining to the kids what to do at home and encouraging them to brush and floss.'

"REACH Foundation has greatly impacted our agency's ability to serve this community not only because REACH has funded [name of organization] for a number of "projects", but more importantly because REACH has taken on a significant role in improving the overall operations of its partners."

Perceptions of Grantees: Impact of Past REACH Grants

Organizations that have received several grants from the Foundation or been the recipient of technical assistance, capacity building grants, or participated in initiatives reported that the Foundation's investments in their organization have had a positive impact on their ability to continue pursuing their organizational mission, goals and ensure continuity in the provision of services. Grantees reported that our investments have had a substantial impact on their ability to improve the quality of services and programs, cover operating expenses, add new programs or services, maintain and expand programs and services, and enhance their leadership capacity.

What specific effects have REACH investments had on your organization? REACH funding allowed us to . . .

				2014 by Grant Type		Met Threshold
	2012	2013	2014	Core Operating	Program	
Improve the quality of our services and programs	76%	75%	68%	<u>75%</u>	<u>64%</u>	✓
Cover operating expenses so that we could pursue other funding opportunities	55%	31%	50%	<u>75%</u>	36%	✓
Expand an existing program or set of services to more or different clients	53%	50%	57%	44%	<u>64%</u>	✓
Maintain an existing program or service	50%	38%	57%	<u>69%</u>	<u>50%</u>	✓
Add a new program or service to meet a new or existing community need	50%	38%	41%	13%	<u>57%</u>	✓
Enhance our leadership capacity	37%	56%	45%	<u>75%</u>	29%	✓
Survive as an organization during difficult economic times	32%	31%	25%	31%	21%	
Leverage additional funding from other funders	29%	38%	25%	31%	21%	

Note: Thresholds for specific impacts are difficult to set due to the unique and changing circumstances of organizations from year to year. In 2012 no thresholds were set. For 2013 staff set the threshold for impact on specific circumstances at 33%; for 2014 staff set the threshold at 50% for core operating OR program grants operating on the belief that our investments should meet grantee needs in some of the most common areas of need. To the extent that at least one-half of our grantees participating in a specific grant opportunity are able to have a need met in a specific area through our grants appears to be an appropriate level of responsiveness to the broader set of diverse and changing needs and circumstance in our community.

Comments (All remarks received listed below):

"REACH investments have helped us leverage \$700,000 from other private philanthropic entities."

"REACH funding serves as local match for national funders who contributed \$125,000 to our organization."

"The Foundation's support has assisted our program in increasing access to our clients. The support of the Foundation has enabled us to add needed resources and technology to keep up with the growing needs in our community."

"The Foundation has been very helpful in communicating with other dental program funders about the importance of our start-up dental services."

"REACH is a key partner for our organization. We could not do it without you."

"Program funding has improved our client's access to healthcare."

"REACH funding has allowed my organization to keep on top of changing consumer needs, in line with community and national priorities."

"Again, the long-term consistency of the Foundation's investments has had a profound impact."

Perceptions of Grantees: Foundation Characteristics

More than 90% of grantees hold the perception that the Foundation is responsive, respectful, helpful and fair. Ninety-five percent feel comfortable discussing the progress or problems they are experiencing in the implementation of their grant's scope of work. Conversely, more than half report that they believe the Foundation is being overly prescriptive through the use of a theory of change, the guiding questions in the request for proposals and grant guidelines. About 30% percent believe Foundation staff is overly involved during proposal development.

Consider the following characteristics. Rate each in terms of your personal experience with the Foundation

	% Very or Somewhat True			2014 by Grant Type		Met Threshold
	2012	2013	2014	Core Operating	Program	2014
Foundation staff are responsive	97%	100%	100%	100%	100%	✓
Foundation staff are respectful	98%	100%	98%	100%	96%	✓
Foundation staff are helpful during the application process	97%	100%	95%	100%	93%	✓
Foundation staff are helpful during the grant term	97%	100%	100%	100%	100%	✓
Foundation staff treat me fairly during the application process	90%	100%	98%	100%	96%	✓
Foundation staff are overly involved during the development of our full proposal	22%	25%	29%	31%	25%	
Foundation's approach is overly prescriptive through TOC, RFP, Guidelines	59%	75%	52%	38%	62%	
Foundation staff are interested in our work during site visits	79%	75%	100%	100%	100%	✓
Foundation staff understand my organization's mission/goals	90%	100%	100%	100%	100%	✓
I'm comfortable discussing grant progress /problems with my program officer	90%	95%	95%	100%	93%	✓

Note: Threshold is 95% or more of respondents reporting "very true" and/or "somewhat true." Threshold for reverse scaled items that include "overly involved" and "overly prescriptive" is 25% or less reporting "very true" and "somewhat true." The threshold in 2012 was set at 90%. Percentages exclude those who responded "unable to rate."

Comments from Respondents:

"REACH was one of the first Foundations to approach giving as a true partnership with their grantees. The trainings they have offered to my and other organizations have helped us develop meaningful and measurable outcomes for our clients."

"The Foundation has created a "learning" atmosphere, where grantees are really encouraged to stretch and evolve. It is very welcome, done in a non-threatening way, and provides a real investment in the development of individual leaders, organizations, and in the overall strength of the nonprofit sector."

"I strongly believe that REACH and our organization have grown together significantly over the last seven years."

"We have received key funding that has impacted our ability to provide quality health care."

“REACH has a dramatic impact as it has funded programs that would not be available without their support.”

“REACH input has been instrumental in the development of unique and effective programming that informed our organization and has had long lasting results for the community/the field.”

“The Foundation has assisted our program in all areas. We use the goals and information the Foundation communicates to shape our goals and services. The funding from the Foundation has assisted our program in growing and increased efficiency in rendering services.”

“REACH has been instrumental in informing me and my organization about regional and national concerns and challenges and best practices in the field.”

“I think the Foundation’s impact would be greater if it maintained a consistent focus with respect to what it is looking for from agencies requesting funding. The constant change or feeling that change is needed is confusing and shows that the Foundation is not sure what its place is at times.” (Program Grantee)

“Our organization achieved PCMH recognition as a direct result of REACH Foundation investment and resources. This substantially transformed our own organization’s practice model.”

“REACH has consistently been more demanding and less open to new ideas that do not fit the focus areas.” (Program Grantee)

“Thank you for being awesome.” (Core Operating partner)

More than 90% of grantees reported that Foundation staff are responsive, respectful, and helpful during the grant term. Grantees gave the Foundation high marks for the level and frequency of communication they have with their program officer and the Foundation (see table below). Almost all grantee respondents reported that they are satisfied with the relationship between their organization and the Foundation. Ninety-five percent report that the frequency of site visits during the grant term is appropriate.

Consider these characteristics. Rate each in terms of your personal experience with the Foundation

	% Very or Somewhat True			2014 by Grant Type		Met Threshold
	2012	2013	2014	Core Operating	Program	2014
There is an appropriate level of communication from my program officer during the grant term	87%	100%	98%	100%	96%	✓
The frequency of communications between the Foundation and my organization during the grant term is appropriate	92%	100%	100%	100%	100%	✓
The frequency of site visits during the grant term is appropriate	84%	88%	95%	87%	100%	✓
I am satisfied with my organization’s relationship with the Foundation	87%	100%	98%	100%	96%	✓

Note: Threshold for Foundation characteristics is 95% reporting “Very True” or “Somewhat True.” The 2012 threshold was set at 90%.

Comments (All remarks received listed below):

“I strongly believe our relationship with the REACH foundation has grown over the past five years. [Name of Program Officer] is our project officer and has spent a great deal of time learning about our organization, leadership and initiatives.”

“I love the Foundation and its staff members! I have found that all of the staff has been really invested in helping our work and to help our organization be successful. . .” (Core Operating Partner)

“The creation of the Core Operating Partnership framework is welcome. It shows the Foundation’s long-term commitment to supporting the infrastructure of the healthcare and health advocacy system is real and meant to be sustained over the long-term. It also means our organization has more certainty about our core funding in the future. The core operating funding is central to our sustainability and our ability to have a lasting positive impact on the healthcare system. The new partnership framework is exciting and has a great deal of potential . . .”

Perceptions of Grantees: Reporting and Evaluation Requirements

More than 90% of grantees believe the Foundation’s reporting, data collection and evaluation requirements are reasonable given the amount of funding they receive from the Foundation. More than 80% of respondents – a dramatic increase since 2012 – find the REACH Theory of Change helpful for considering potential outcomes and indicators that could be tracked to demonstrate the progress of their work. The relatively low percentage finding value in the Theory of Change at roll-out is consistent with other literature indicating that theory of change uptake and perceived value is a process that occurs over several years and through several key decision points within organizations. Across the three years of surveys the perceived value, reasonableness and utility of the Foundation’s evaluation approach has steadily improved among grantees.

Are the reporting and evaluation requirements reasonable given the amount of funding you receive?

	% Yes			2014 by Grant Type		Met Threshold
	2012	2013	2014	Core Operating	Program	2014
Reporting requirements are reasonable	90%	88%	95%	92%	96%	✓
Data collection and evaluation requirements are reasonable	81%	88%	92%	85%	96%	✓
Theory of change is helpful for considering outcomes and indicators you can track	45%	50%	83%	94%	75%	

Note: Threshold is 90% or more of respondents reporting “yes.”

Comments (All remarks received list below):

“With the TOC (Theory of Change) and its refinement. It is much clearer than it was in the past. Please continue to refine it as needed and keep up the good work!”

“REACH does a nice job of maintaining and encouraging an open, transparent grantor/grantee relationship. In addition, REACH’s efforts to streamline outcomes/evaluation processes demonstrates an understanding of the complexity of such efforts and is much appreciated.”