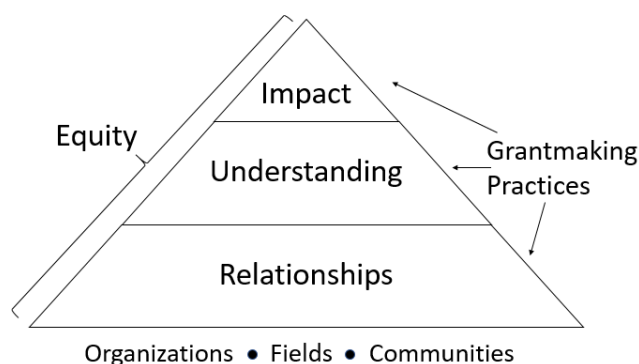


## 2020 Grantee Perception Report: Results and Commitments

In the Spring of 2020 we engaged with the [Center for Effective Philanthropy \(CEP\)](#) to conduct the [Grantee Perception Report \(GPR\)](#), the leading survey in the field for foundations like ours to obtain comprehensive feedback from grantees. We also included a series of custom questions about our foundation’s commitments to equity—our central [organizational value](#).

As shown in the figure, we see relationships and collaboration as the foundation of our work, from which shared understanding and learning are constructed, together supporting impact on health status and health inequities—our ultimate goal and accountability to the communities we serve. Each of these areas are influenced directly or indirectly by our grantmaking practices. Many of these connections are borne out empirically in the GPR data for our foundation and field. Finally, we recognize equity must be intentionally embedded within all of these areas and related practices.



**Interpreting GPR Results:** Because the GPR sampled organizations with an active grant within the past five years, results are more reflective of recent past performance than a snapshot of the present time. We’ve been in the process of making changes to our grantmaking for some time, including as part of our [equity journey](#). To facilitate interpretation and help us track progress over time we use a “traffic light” system, noting percentile ranks relative to all funders in CEP’s dataset, with a few exceptions including custom questions.

	Area of strength (>75 <sup>th</sup> percentile; > 6 / 7 custom questions)
	Area in some need of improvement (40-75 <sup>th</sup> ; > 5 / 7)
	Area in greatest need of improvement (<40 <sup>th</sup> ; < 5 / 7)

**Results in each area are followed by our action steps and commitments to build on strengths and address areas for improvement.**






### RELATIONSHIPS AND COMMUNICATION

	Measure	Score
	Comfort approaching the Foundation if a problem arises	95 <sup>th</sup>
	Clarity of communicating foundation’s goals and strategies	85 <sup>th</sup>
	Quality of relationships: Summary Measure	58 <sup>th</sup>
	Relationships: Fairness, Responsiveness, Trust, Candor, Respect, Compassion	44 <sup>th</sup> -66 <sup>th</sup>
	Consistency of communication across resources & materials	21 <sup>st</sup>

- **Shift our grantmaking from a transactional to a relational approach.** We are working to further shift our grantmaking away from an approach focused on transactions and oversight—one that upheld a power dynamic with grantees—to a relational approach involving shared power and accountability. We will strive to position our nonprofit partners and community members as experts, and to approach our work from a stance of humility and learning.







- **Practice trust in our grantees.** We believe that nonprofits and the communities they serve know best how to create change. To practice greater trust we've reduced application and reporting requirements and increased flexibility in our grants. We recognize that trust and transparency are closely related, and will strive to provide clearer communication around funding availability.
- **Elevate the stories and learnings of our partners.** Our communications officer Tiana Stephens ([tstephens@thegrhf.org](mailto:tstephens@thegrhf.org)) has led our efforts to be more visible in the region while elevating the work of our partners. Through our newsletters, social media and other platforms we seek to uplift our partners' stories of challenges, adaptations, and successes. Please continue to share with us!

### **UNDERSTANDING OF COMMUNITIES, FIELDS, AND ORGANIZATIONS**

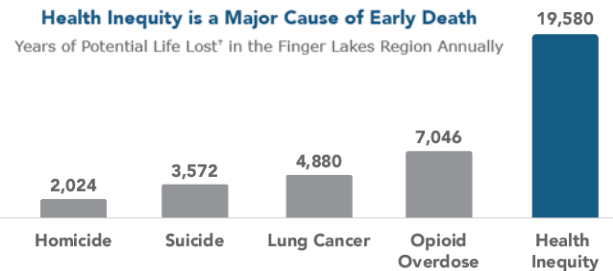
	<b>Measure</b>	<b>Score</b>
	Understanding of local communities	60 <sup>th</sup>
	Understanding of grantees' goals and strategies	41 <sup>st</sup>
	Works to ensure beneficiaries and/or community members help shape funding priorities and decision	5.7 / 7
	Understanding of grantees' fields	24 <sup>th</sup> -26 <sup>th</sup>
	Understanding of the needs of grantees' beneficiaries	21 <sup>st</sup>

- **“Show up” and listen:** We will be more present and engaged in the work of community—both at the grassroots and grasstops. Through community conversations, site visits, check-ins, and other spaces, we'll put more time in to listening and learning from our partners throughout our 9-county region. We'll be a more proactive thought partner in addressing challenges and working toward shared goals, and we'll work harder to make linkages to other potential partners and funders.
- **Share power:** We know we must go beyond listening and seeking input to share decision making power with those who have the most lived experience of issues and inequities in developing and implementing solutions. Please visit our website to learn more about family leadership in the [Healthy and Equitable Futures strategy](#), community co-creation in the [Racial Health Equity Strategy](#), and resident leadership in our [Neighborhood Health Status Improvement](#) initiative.

### **IMPACT ON ORGANIZATIONS, FIELDS, AND COMMUNITIES**

	<b>Measure</b>	<b>Score</b>
	Commitment to the values of diversity, equity, and inclusion	6.0 / 7
	Uses platform and voice to advocate for and advance social and health equity	5.6 / 7
	Impact on your local community and field	70 <sup>th</sup>
	Impact on your organization	57 <sup>th</sup>
	Affected public policy in your field	41 <sup>st</sup>
	Advanced the state of knowledge in your field	28 <sup>th</sup>

- **Foster collaboration and deepen engagement in advocacy:** We are doing more to bring partners together and engage in shared learning in areas such as family leadership, equity, diversity and inclusion, and foundations’ role in advocacy. We’ve expanded our support for social justice and community organizing work. And we’re working to use our voice and position more forcefully, and collaborative more actively, in pushing to dismantle and reimagine inequitable policies and systems.
- **Apply an equity lens in *what, who, where, and how we fund.*** Equity and impact go hand-in-hand. For example, [Common Ground Health](#) has shown that inequity is the largest driver of premature mortality in the Finger Lakes Region. Eliminating social and health inequities would result in dramatic improvement in the health of our region, and provide all people the opportunity to thrive.










**What:** We view [health](#) as “a state of complete physical, mental, and social well-being” strongly influenced by social, economic and environmental factors that are distributed unevenly and unjustly, giving rise to health inequities by race, income, geography and other factors. Reflecting the [public health crisis of racism](#) in our region, racial equity is the central focus of our current targeted initiatives. Yet across our grantmaking programs we have broadened the types of issues and social determinants addressed in projects we fund, including, for example, antiracist education, legal representation, food security, leadership development, and cultural/community spaces.

**Who:** Our equity lens means we are prioritizing resources to historically marginalized groups and communities to redress inequities. We’ve expanded our investment in grassroots, social justice, and BIPOC-led organizations, whose work is often the lifeblood of change in communities. We are also working to partner more directly with community members as key stakeholders with deep knowledge of issues and ideas for innovative solutions that can disrupt the status quo.

**Where:** When it comes to health, place matters: neighborhood histories (including racist redlining and disinvestment policies) and present conditions strongly influence health outcomes and disparities. We are striving to support organizations and projects serving economically distressed yet resilient urban neighborhoods and rural communities across the region, with intentional representation in our grantmaking of the City of Rochester and counties in our service area outside of Monroe, including Wayne, Ontario, Seneca, Yates, Livingston, Orleans, Genesee, and Wyoming.

**How:** We recognize that equity must be embedded in the *process* as well as objectives of our grantmaking. We will push our growing edge in sharing power with grantees and communities in our grant decisions, strategy development, evaluation, and other practices. We will prioritize participant/community voice and partnership in the projects we fund, and value community defined evidence and lived experience in considering “what works.” And we will practice what we preach, [continuing our work](#) to become a fully antiracist, inclusive and equitable organization.

## **GRANTMAKING PRACTICES**

	<b>Measures</b>	<b>Score</b>
	Helpfulness of the selection process in strengthening the program/project	93 <sup>rd</sup>
	Reporting process was adaptable to fit circumstances	68 <sup>th</sup>
	Reporting process was straightforward	39 <sup>th</sup>
	Median hours spent on all funder requirements	57 <sup>th</sup>
	% of grantees receiving more intensive non-monetary assistance	54 <sup>th</sup>
	Reporting was relevant and a helpful opportunity to reflect and learn	26 <sup>th</sup> -28 <sup>th</sup>
	% of grantees reporting contact with program officer yearly or less often	28% (vs. 18%)

**Expand flexible and multiyear funding:** In addition to participating in the [Community Crisis Fund](#), to support our nonprofits during the COVID pandemic we issued unrestricted/operating grants to more than 50 organizations in 2020. We recognize the value of flexible, multi-year grants in helping nonprofits meet community needs and invest in their organizations, and they will continue to play a significant role in our grantmaking. We'll strive to strike a balance with funding for new organizations—which numbered more than 30 in 2020 and higher than the typical funder in the GPR (39% vs. 29%).

**Expand non-monetary assistance.** We'll look to add more value and support beyond our grant dollars, including programmatic thought partnership, connections with other partners or funders, as well as assistance with communications, grant processes, and evaluation. We'll also work to ensure that grantwriting capacity is not a barrier to conveying vital needs and promising ideas. In 2020, we supported [Causewave Community Partners](#) to provide more nonprofits with technical assistance.

**“Right-sized” requirements and responsive touchpoints:** We've been working to streamline both our grant applications and reports. This past year we moved to a two-stage process for our [Responsive Grants Call for Ideas](#) to reduce application burden. While not diminishing the importance of progress and outcome assessment, we are shifting focus in our grant reporting from specific outputs and metrics toward capturing and sharing learning. We'll also work to ensure more regular communication and touchpoints while remaining flexible and responsive to how we can be most helpful.