Stakeholder Assessment Report

PREPARED FOR

The Health Foundation for Western and Central New York

October 2015

THE CENTER FOR
EFFECTIVE PHILANTHROPY

675 Massachusetts Avenue
7th Floor
Cambridge, MA 02139
Tel: (617) 492-0800
Fax: (617) 492-0888

100 Montgomery Street
Suite 1700
San Francisco, CA 94104
Tel: (415) 391-3070
Fax: (415) 956-9916

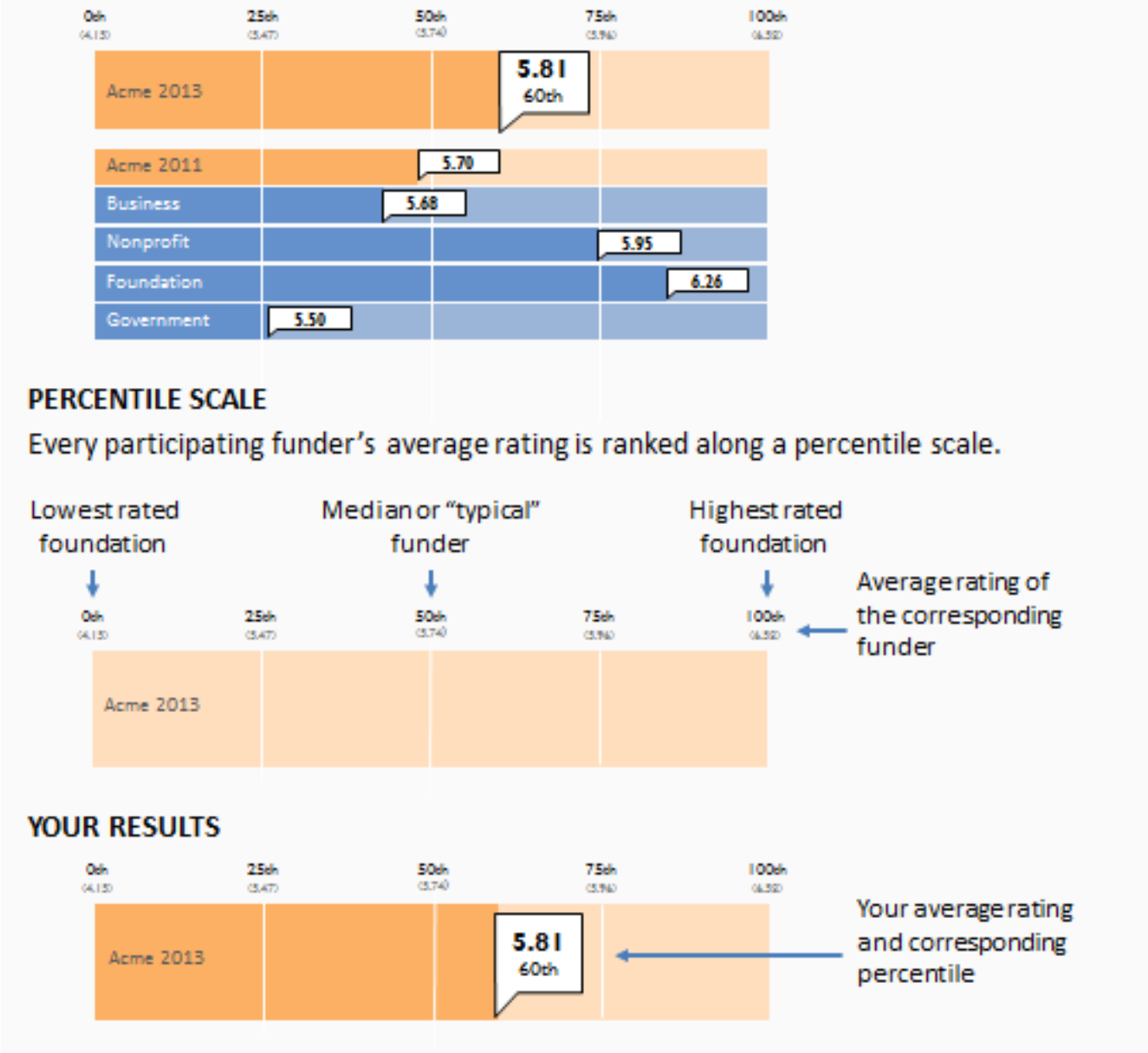
www.effectivephilanthropy.org

TABLE OF CONTENTS

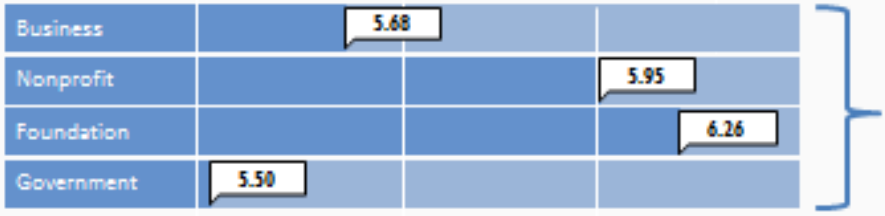
INTERPRETING YOUR CHARTS

HOW TO READ CHARTS

You may encounter charts in this report shown in this format. See below for an explanation of the chart elements.



SEGMENTATION DATA



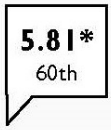
Segmentation of current data by subgroup

MISSING DATA

Selected stakeholder ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than five responses.

STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

CEP compares your past ratings to your current ratings, testing for statistically significant differences. An asterisk in your current results denotes a statistically significant difference between your current rating and the previous rating.



EXECUTIVE SUMMARY

- **For most key survey measures, HFWCNY has significantly improved over 2010.**
  - The Foundation is rated significantly higher than in 2010 on the following measures:
    - "How favorable is your impression of the Foundation?"
    - "In the areas with which you are familiar, to what extent has the Foundation affected public policy?"
    - "In the areas with which you are familiar, to what extent has the Foundation advanced the state of knowledge?"
    - "How would you characterize the Foundation's understanding of key issues?"
    - "To what extent is the Foundation innovative in the work with which you are familiar?"
    - "How clearly do you understand the Foundation's current goals?"
    - "How clearly do you understand the Foundation's current strategy?"
    - "How credible would you consider information you received from the Foundation?"
- **The Foundation is rated similarly to or more positive than the typical funder in CEP's comparative dataset for most measures in the survey.**
- **There is some variation in ratings by subgroup:**
  - **Region of Organization's Work:** Organizations which do not work in Western or Central NY rate the Foundation significantly higher for the extent to which it is advancing the state of knowledge their areas but are significantly less likely to say that the Foundation has chosen the right goals.
  - **Organziation Type:** There are no significant differences when segmenting stakeholder responses by organization type.
  - **Scope of Organization's Work**: Stakeholders whose organizations have a national scope rate their undertanding of the Foundation's goals significantly higher than those who have a local scope.
  - **Length of Knowledge about the Foundation:** There are no significant differences when segmenting stakeholder responses by how long they have known about the Foundation.
  - **Responsiveness:** Stakeholders who rate Foundation staff as extremely responsive - a 7 - rate significantly higher on most key measures in the survey.
  - **Familiarity:** Stakeholders who rate Foundation staff as very accessible - a 7 - rate significantly higher on most key measures in the survey.

Foundation Descriptors

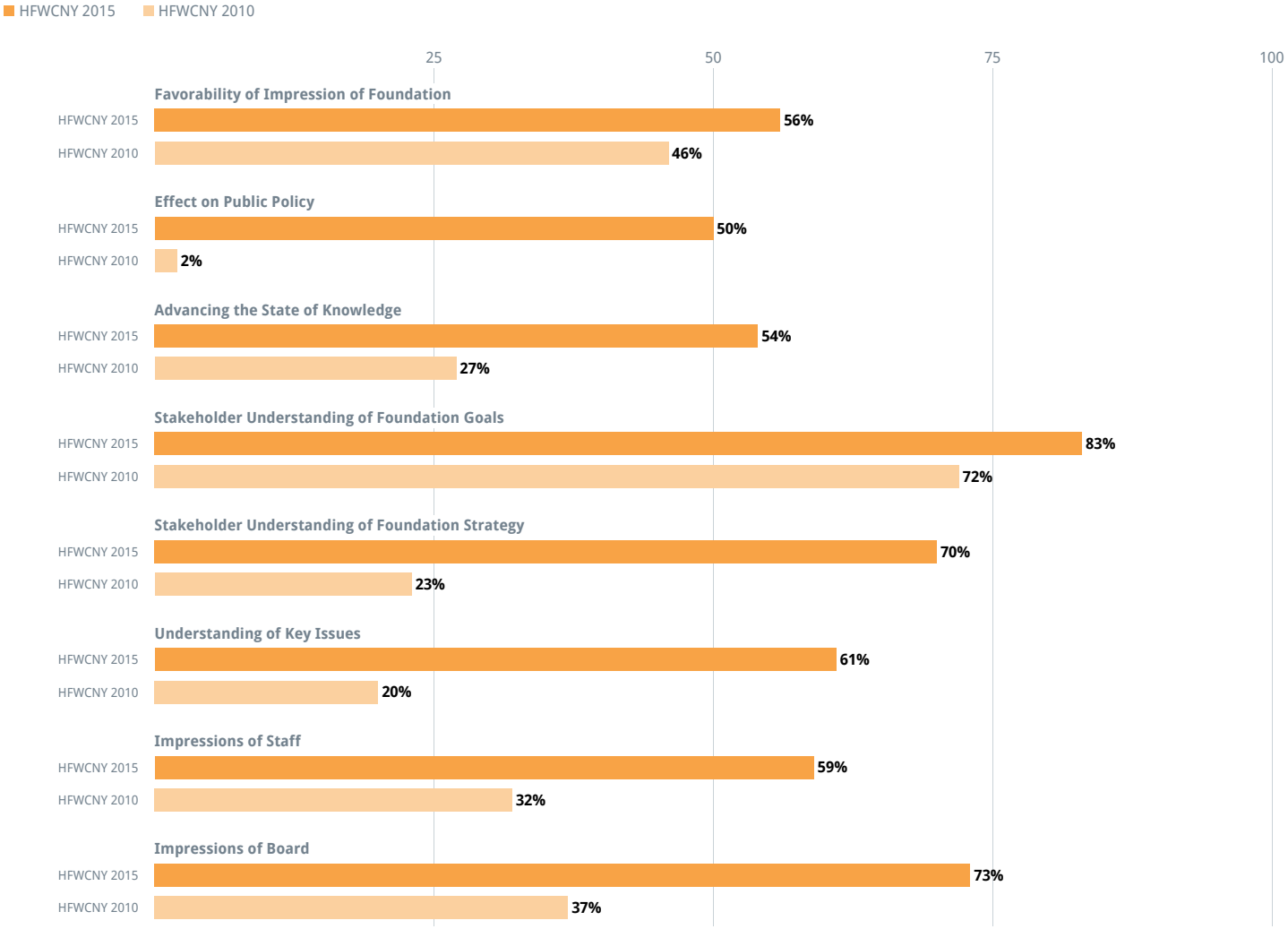
Stakeholders were asked to provide three words that describe the Foundation today. A total of 297 words were provided by 294 stakeholders of HFWCNY. In the "word cloud" below, the size of each word indicates the frequency with which it was written by stakeholders. The color of each word is stylistic and not indicative of its frequency. Words only appear in the word cloud if they were mentioned by three or more stakeholders.

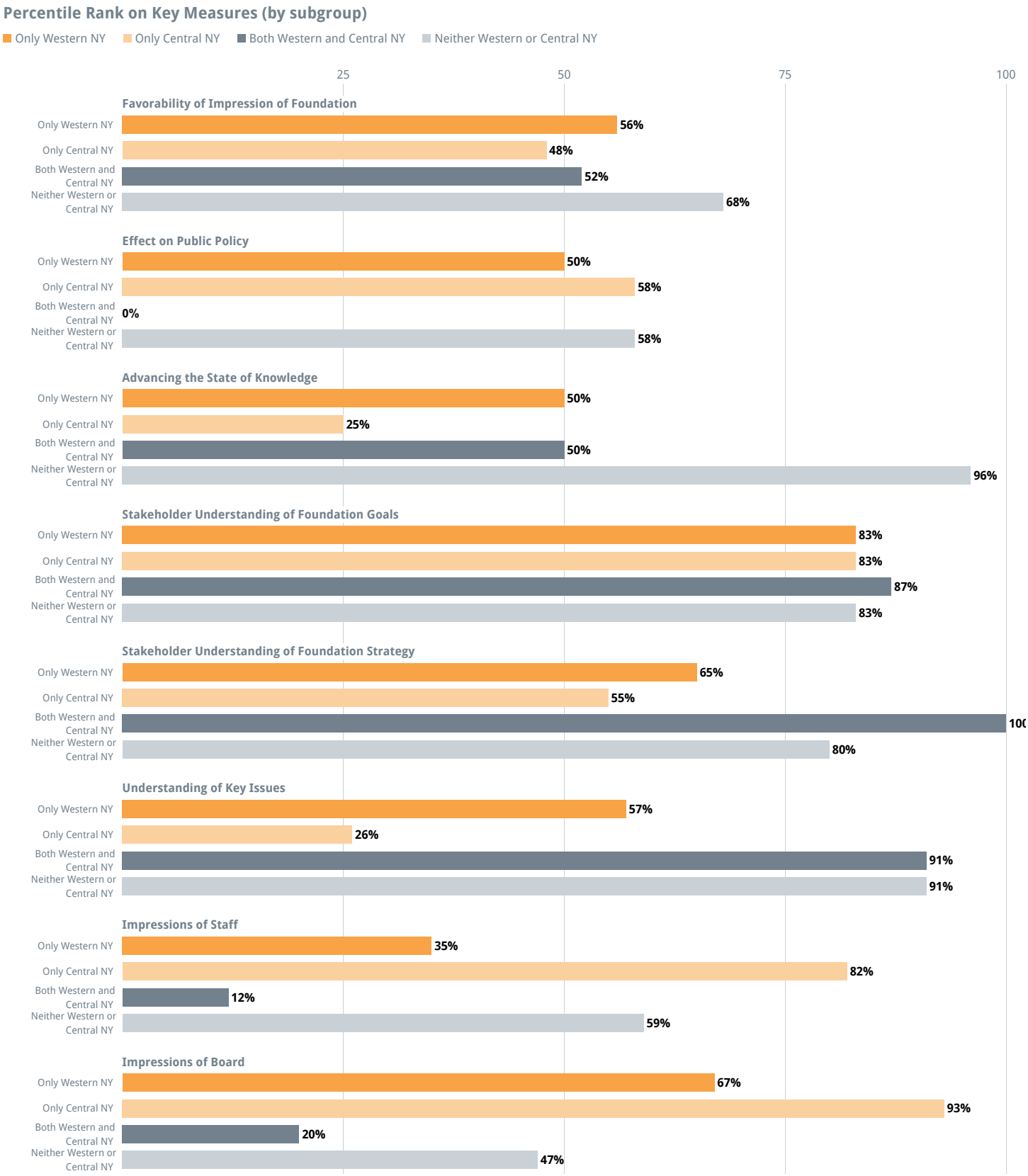
This image was produced using a free tool available at www.tagxedo.com. Copyright (c) 2006, ComponentAce. http://www.componentace.com.

Ratings Summary

The chart below shows Health Foundation for Western and Central New York's percentile ranking on key areas relative to CEP's overall comparative dataset, where 0% indicates the lowest rated funder, and 100% indicates the highest rated funder. Rankings are also shown for HFWCNY's previous stakeholder data.

Percentile Rank on Key Measures




Percentile Rank on Key Measures (by subgroup)
Only Western NY
Only Central NY
Both Western and Central NY
Neither Western or Central NY
25
50
75
100
Favorability of Impression of Foundation
Only Western NY 56%
Only Central NY 48%
Both Western and Central NY 52%
Neither Western or Central NY 68%
Effect on Public Policy
Only Western NY 50%
Only Central NY 58%
Both Western and Central NY 0%
Neither Western or Central NY 58%
Advancing the State of Knowledge
Only Western NY 50%
Only Central NY 25%
Both Western and Central NY 50%
Neither Western or Central NY 96%
Stakeholder Understanding of Foundation Goals
Only Western NY 83%
Only Central NY 83%
Both Western and Central NY 87%
Neither Western or Central NY 83%
Stakeholder Understanding of Foundation Strategy
Only Western NY 65%
Only Central NY 55%
Both Western and Central NY 100
Neither Western or Central NY 80%
Understanding of Key Issues
Only Western NY 57%
Only Central NY 26%
Both Western and Central NY 91%
Neither Western or Central NY 91%
Impressions of Staff
Only Western NY 35%
Only Central NY 82%
Both Western and Central NY 12%
Neither Western or Central NY 59%
Impressions of Board
Only Western NY 67%
Only Central NY 93%
Both Western and Central NY 20%
Neither Western or Central NY 47%

SURVEY POPULATION

CEP surveyed HFWCNY's stakeholders in June and July of 2015. The target population was selected by HFWCNY. CEP used a confidential survey that was distributed electronically. The details of HFWCNY's survey are as follows:

Survey Period	Number of Stakeholders Surveyed	Number of Responses Received	Survey Response Rate
June and July 2015	1087	365	34%
September and October 2010	790	399	51%

Subgroups

In addition to showing HFWCNY's overall ratings, this report shows ratings segmented by anumber of subgroups: Region of organization's work, familiarity with the Foundation, stakeholder organization type, geographic scope of stakeholder organization's work, and past funding relationship with the Foundation.

Region of Organization's Work	Number of Responses
Only Western NY	135
Only Central NY	62
Both Western and Central NY	11
Neither Western or Central NY	90

Ogranization Type	Number of Responses
Government	42
Foundation	18
Nonprofit support / intermediary	15
Nonprofit organization	163
For-profit business	31

Scope of Organization's Work	Number of Responses
National	39
Regional (Multi-state)	24
State-wide	40
Local	199

Throughout this report, Health Foundation for Western and Central New York's survey results are compared to CEP's broader dataset of more than 3,000 stakeholders of more than 20 funders. The full list of participating funders is below:

Foundations in the Comparative Set	
Aetna Foundation	Health Care Foundation of Greater Kansas City
Alaska Mental Health Trust Authority	Helen Andrus Benedict Foundation
Blue Cross Blue Shield of Massachusetts Foundation	Kansas Health Foundation
Boston Foundation	Lumina Foundation for Education
California HealthCare Foundation	Nellie Mae Education Foundation
The Colorado Health Foundation	Rose Community Foundation
Health Foundation of Western and Central New York	Texas Guaranteed Student Loan Corporation Public Benefit Program
Endowment for Health	The New York State Health Foundation
Flinn Foundation	The Rhode Island Foundation
Gaylord and Dorothy Donnelley Foundation	The SCAN Foundation
The Greater Cincinnati Foundation	The Skillman Foundation

Familiarity with the Foundation

Stakeholders were asked to indicate their familiarity with the Foundation.

Stakeholder Familiarity with the Foundation - Overall	HFWCNY 2015	HFWCNY 2010	Full Dataset
Not familiar	5%	2%	2%
Familiar in name	8%	6%	5%
Familiar	38%	48%	44%
Very familiar	50%	44%	49%

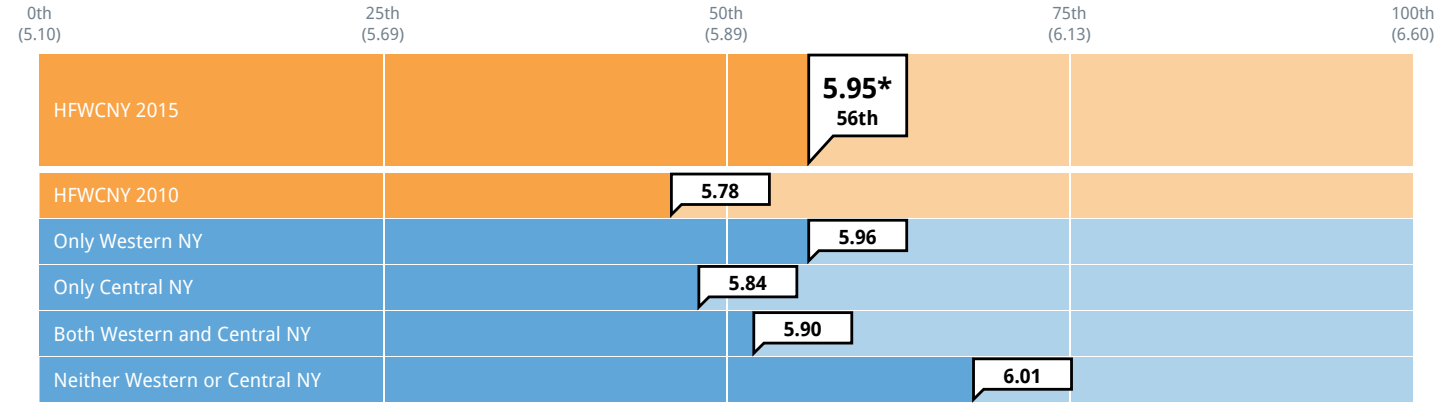
Familiarity with the Foundation - by Subgroup

How familiar are you with the Foundation? (By Subgroup)	Only Western NY	Only Central NY	Both Western and Central NY	Neither Western or Central NY
Not familiar	6%	6%	9%	1%
Familiar in name	8%	5%	N/A	4%
Familiar	39%	34%	9%	38%
Very familiar	47%	55%	82%	57%

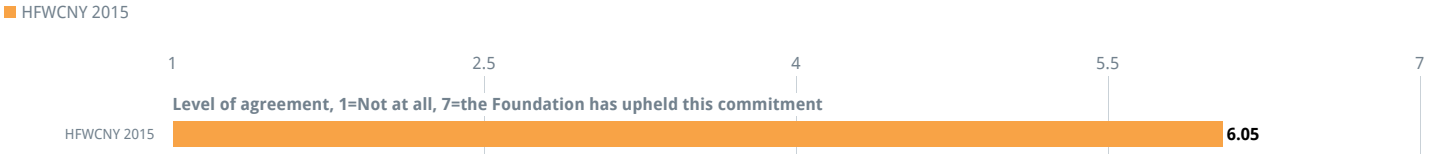
OVERALL IMPRESSIONS

"How favorable is your impression of the Foundation?"

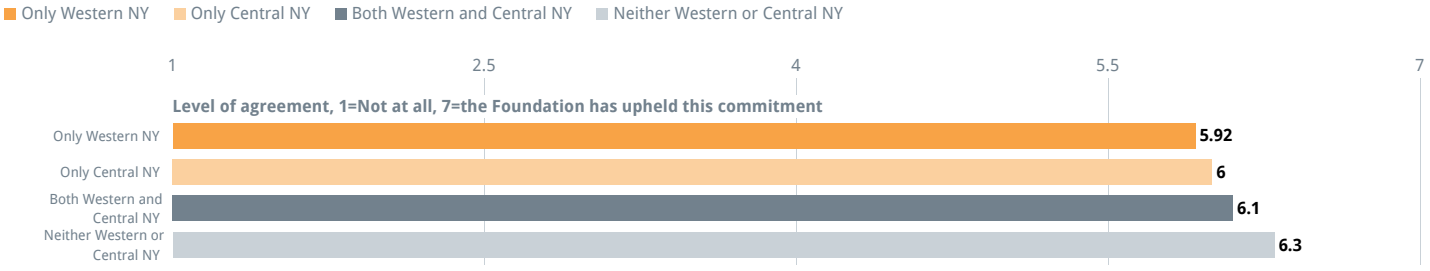
1 = Not at all favorable, **7** = Very favorable



Has the Foundation held to its commitment to keep people at the center of its work?



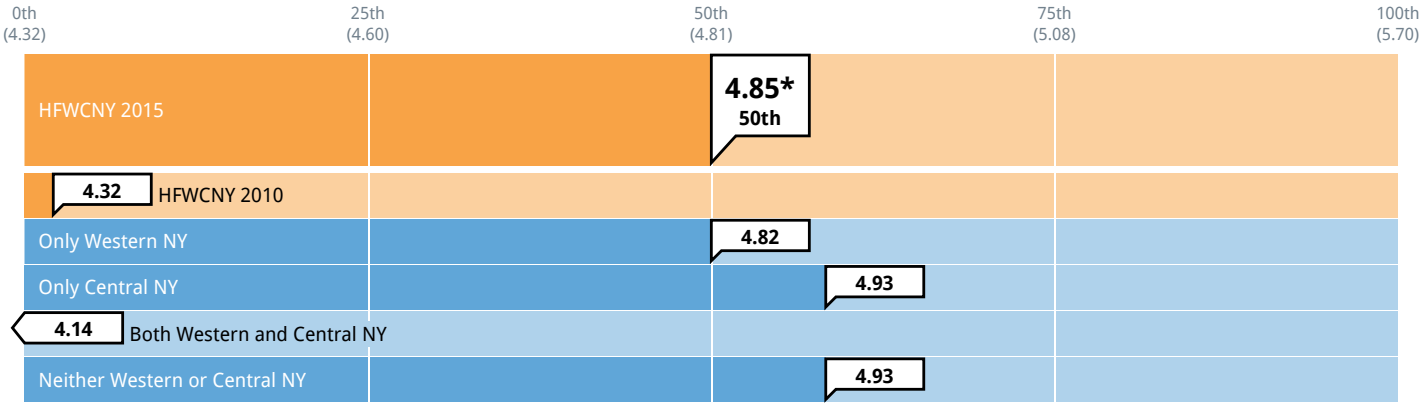
Has the Foundation held to its commitment to keep people at the center of its work?



Foundation's Effect on the Field

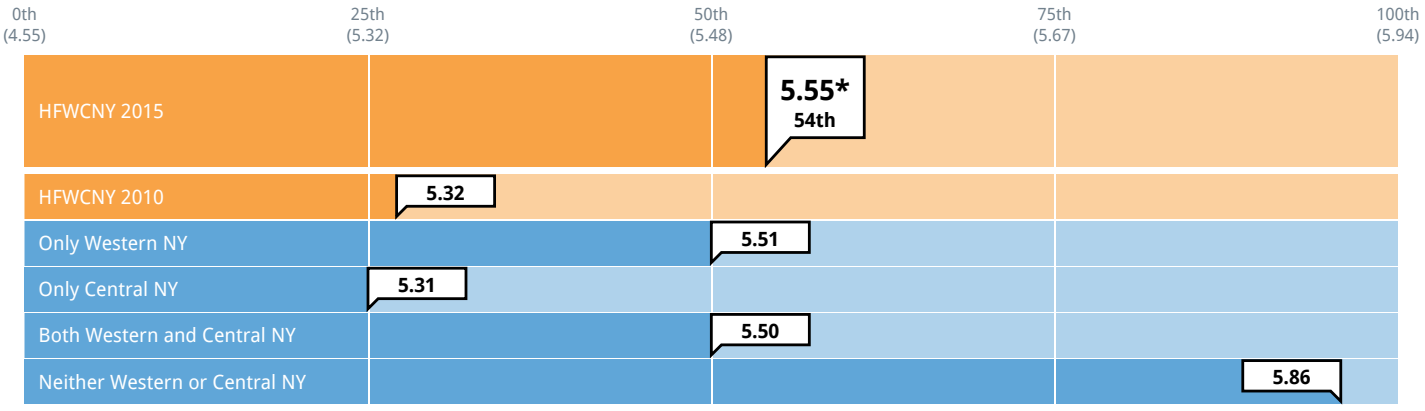
"In the areas with which you are familiar, to what extent has the Foundation affected public policy?"

1 = Not at all, **7** = Major influence on shaping policy



"In the areas with which you are familiar, to what extent has the Foundation advanced the state of knowledge?"

1 = Not at all, **7** = To a great extent

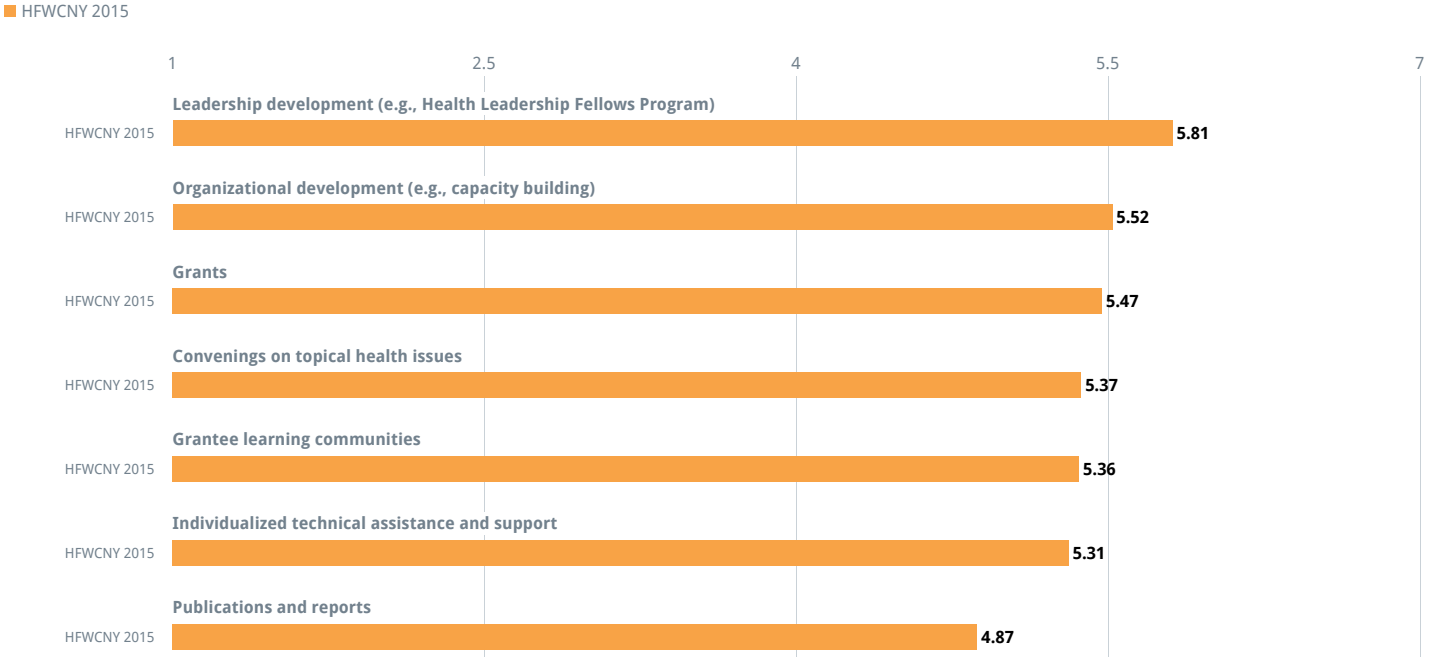


FOUNDATION'S GOALS AND STRATEGIES

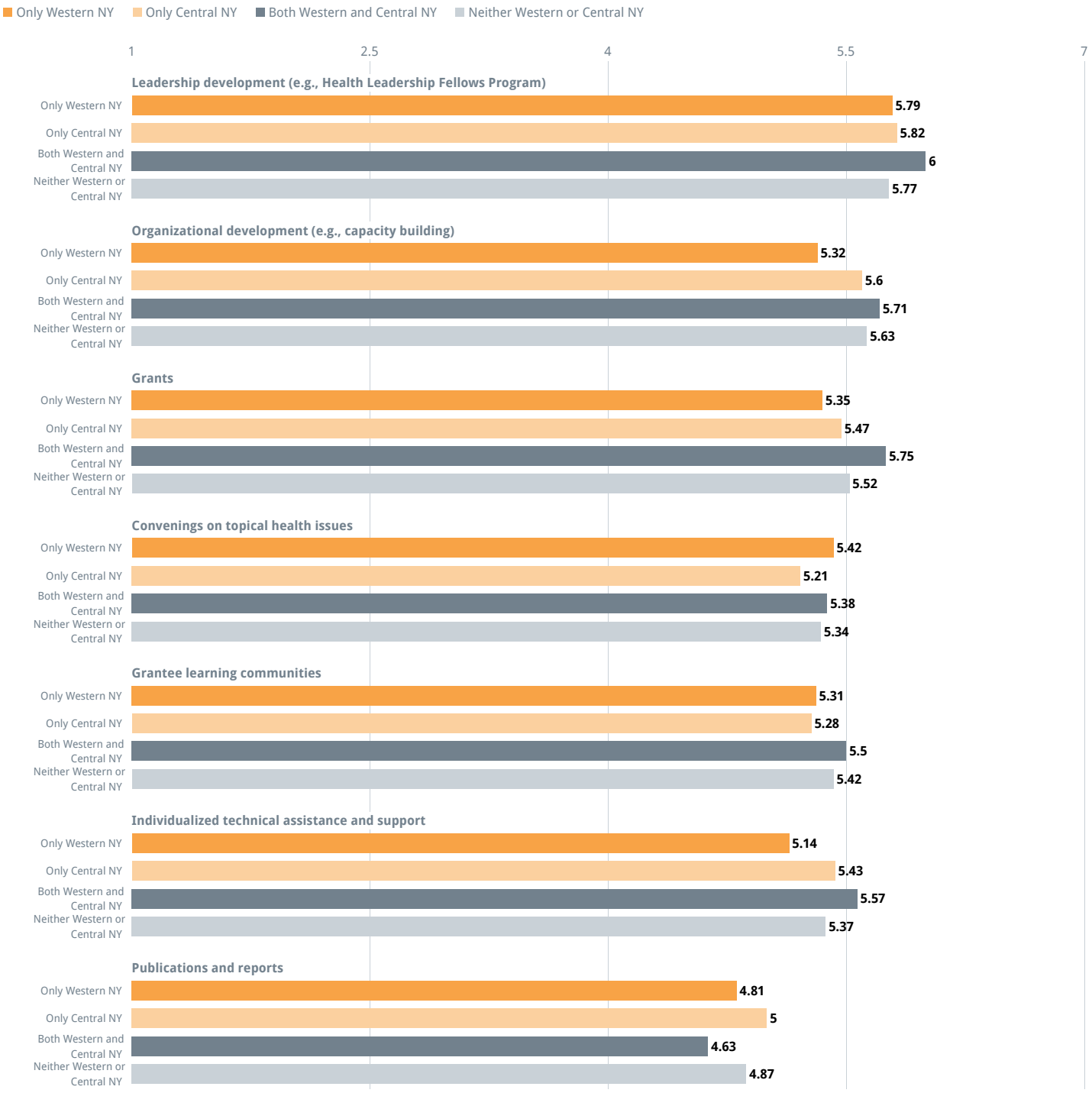
In your opinion, has the Foundation chosen the right goals? (Overall)	HFWCNY 2015	HFWCNY 2010	Average Funder
Yes	96%	92%	92%
No	4%	8%	8%

In your opinion, has the Foundation chosen the right goals? (By Subgroup)	Only Western NY	Only Central NY	Both Western and Central NY	Neither Western or Central NY
Yes	97%	98%	100%	91%
No	3%	2%	0%	9%

How effective is each of the following in supporting the Foundation's ability to achieve its goals?



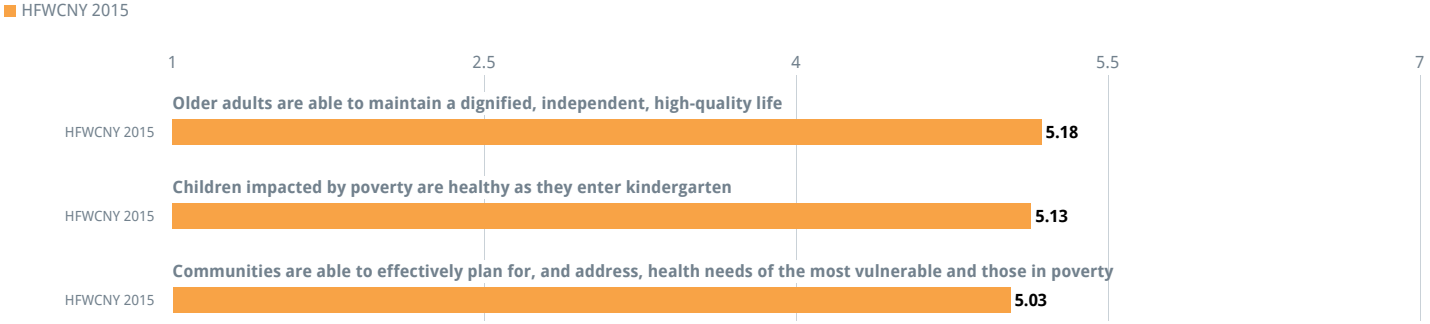
How effective is each of the following in supporting the Foundation's ability to achieve its goals?



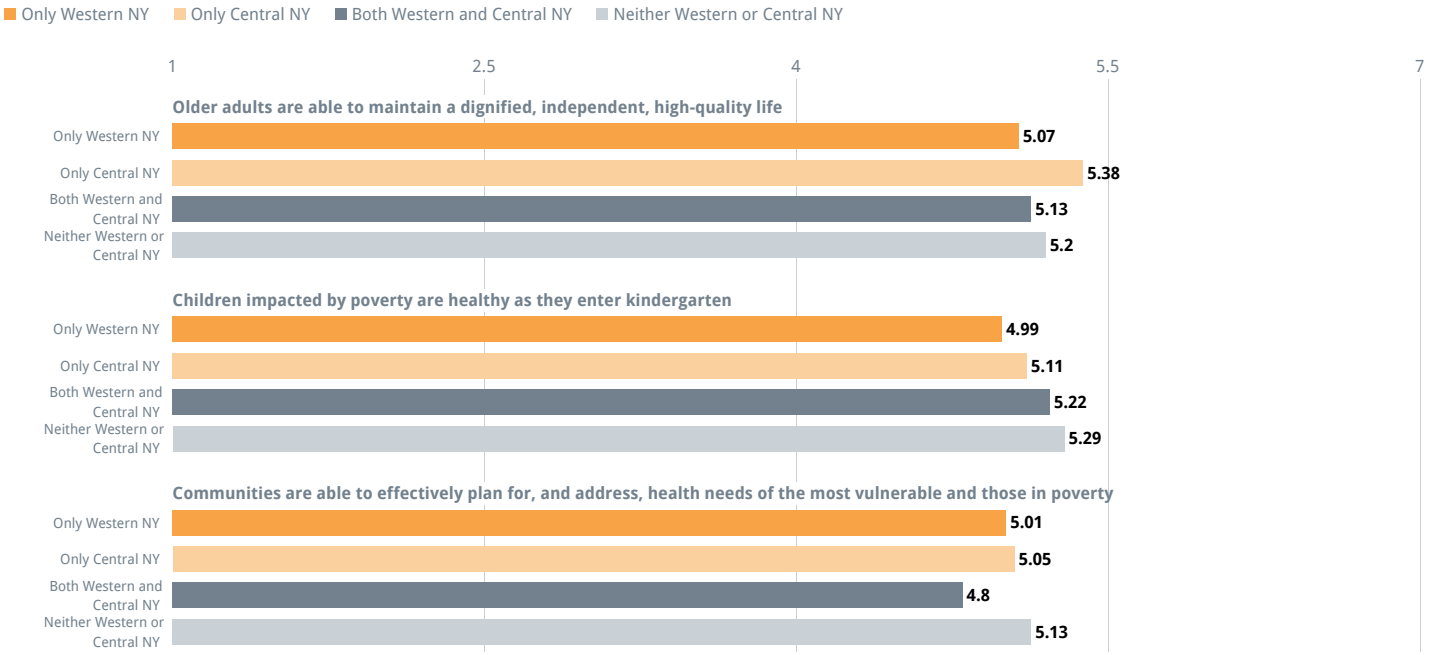
Effectiveness in Accomplishing Specific Goals

In your opinion, how effective is the Foundation at accomplishing each of its specific goals? *(1 = Not at all effective, 7 = Very effective)*

Ratings of Effectiveness - Overall



Ratings of Effectiveness - By Subgroup



Information Sources on Goals and Strategies

"What is the primary information source from which you learn about the Foundation's current goals and strategy?"

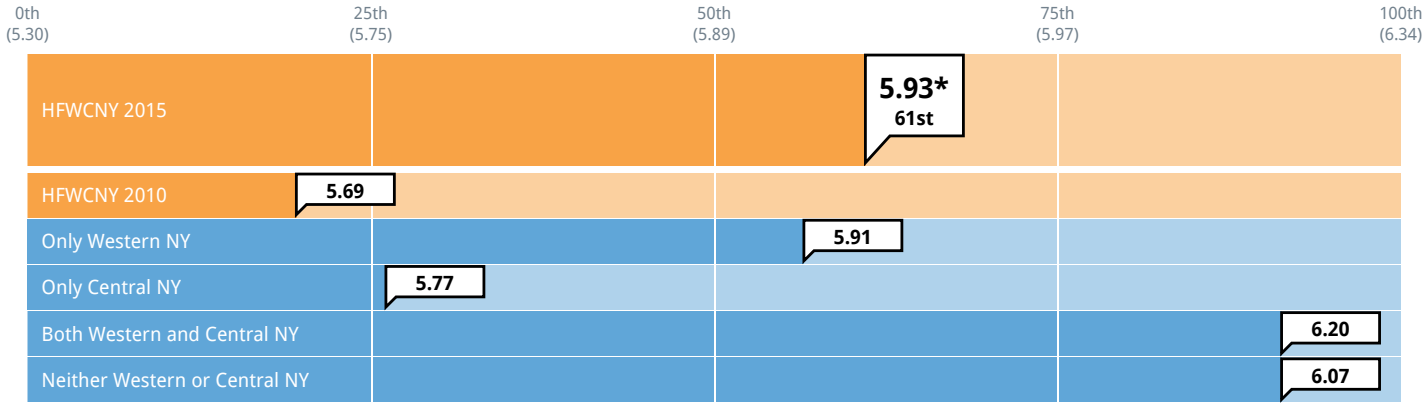
What is the primary information source from which you learn about the Foundation's current goals and strategy? (Overall)	HFWCNY 2015	HFWCNY 2010	Average Funder
In-person contact with the Foundation	46%	43%	47%
Direct information received from the Foundation (email or print)	30%	40%	35%
Foundation website	14%	8%	6%
General media (newspaper, Internet, television)	4%	3%	6%
Other	7%	6%	6%

What is the primary information source from which you learn about the Foundation's current goals and strategy? (By Subgroup)	Only Western NY	Only Central NY	Both Western and Central NY	Neither Western or Central NY
In-person contact with the Foundation	31%	43%	80%	65%
Direct information received from the Foundation (email or print)	40%	24%	10%	18%
Foundation website	15%	19%	N/A	11%
General media (newspaper, Internet, television)	6%	2%	N/A	2%
Other	8%	12%	10%	3%

External Focus of the Foundation

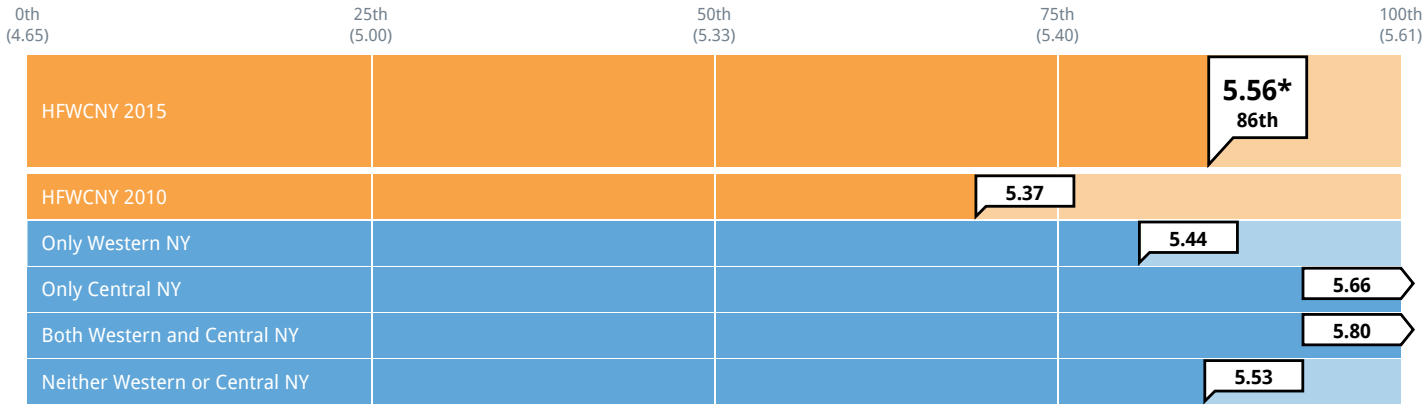
"How would you characterize the Foundation's understanding of key issues?"

1 = Limited understanding, **7** = Thorough understanding



"To what extent is the Foundation innovative in the work with which you are familiar?"

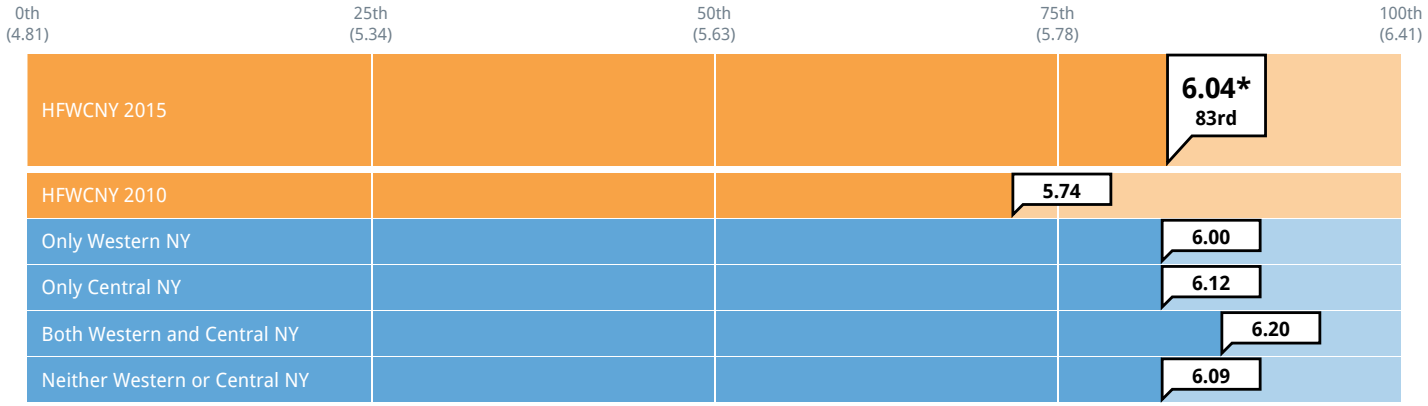
1 = Not at all, **7** = To a great extent



Stakeholders' Understanding of Goals and Strategy

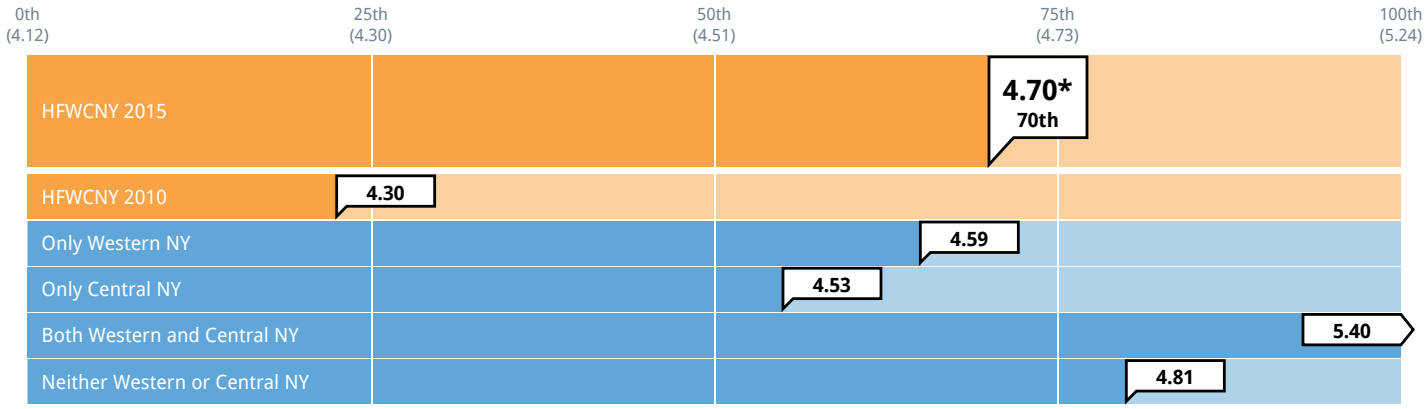
"How clearly do you understand the Foundation's current goals?"

1 = Not at all clearly, **7** = Extremely clearly



"How clearly do you understand the Foundation's current strategy?"

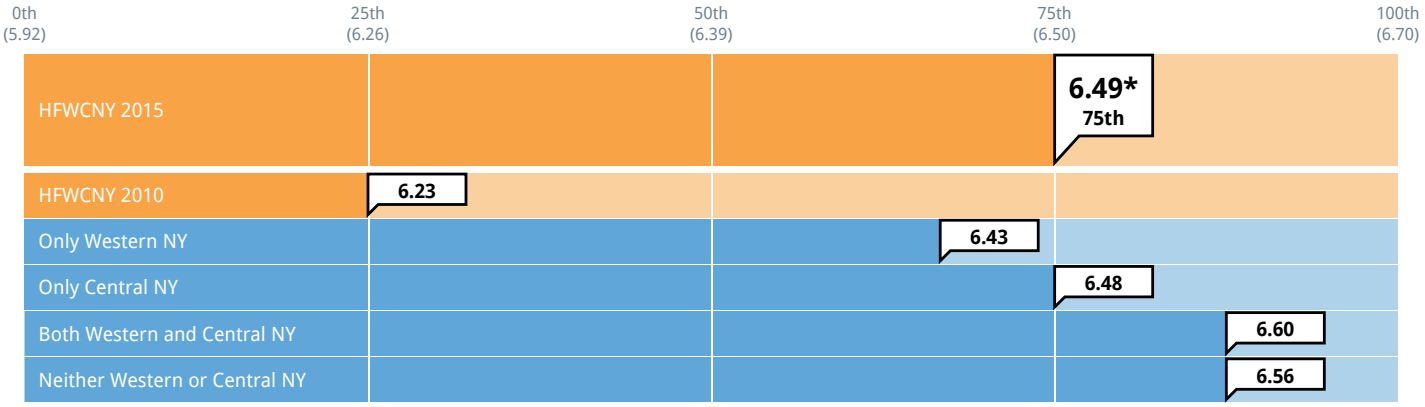
1 = Not at all clearly, **7** = Extremely clearly



STAKEHOLDER COMMUNICATION WITH THE FOUNDATION

"How credible would you consider information you received from the Foundation?"

1 = Not at all credible, **7** = Very credible



Use of Foundation Resources

"How often have you used the Foundation's resources within the last year?"

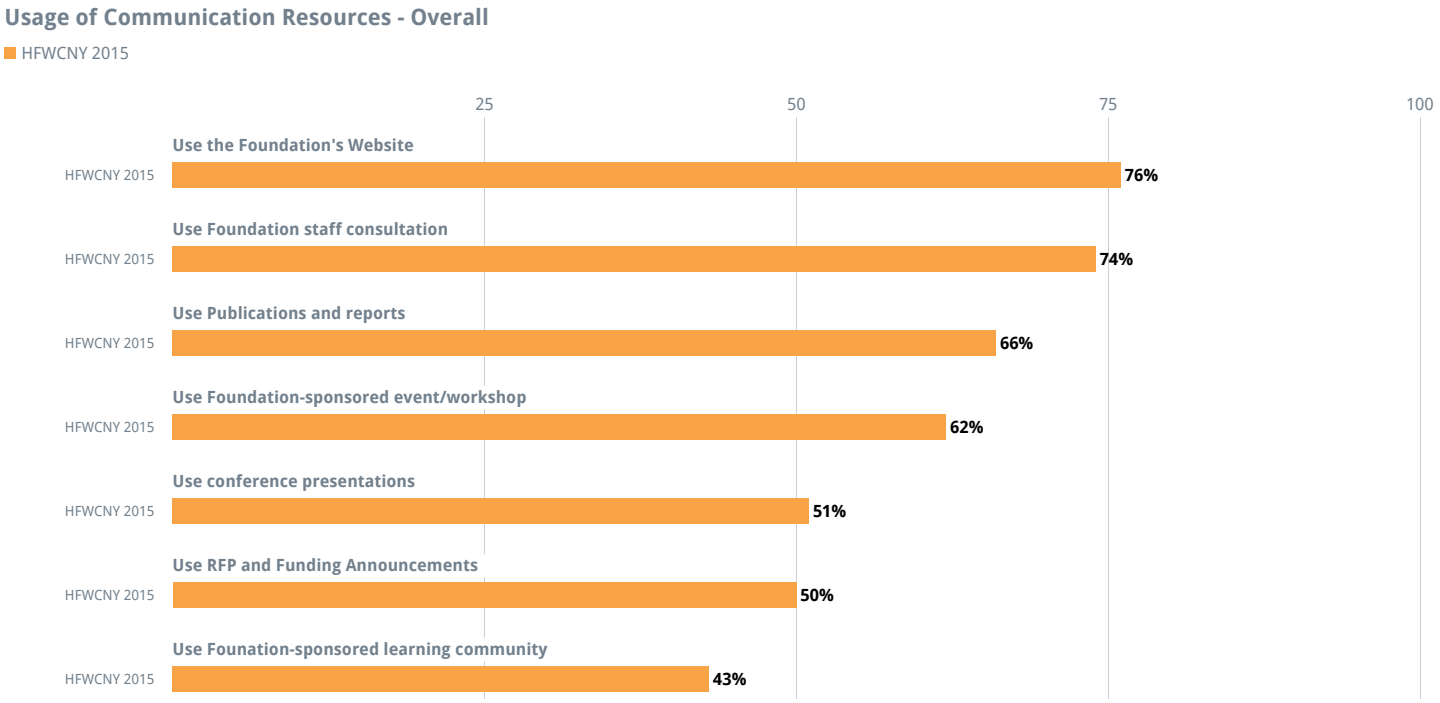
How often have you used the Foundation's resources within the last year? (Overall)	HFWCNY 2015	HFWCNY 2010	Average Funder
Weekly or more often	3%	4%	7%
A few times a month	13%	14%	16%
Monthly	15%	13%	16%
Once every few months	42%	39%	36%
Rarely	18%	22%	18%
Never	10%	7%	7%

How often have you used the Foundation's resources within the last year? (By Subgroup)	Only Western NY	Only Central NY	Both Western and Central NY	Neither Western or Central NY
Weekly or more often	4%	N/A	10%	3%
A few times a month	12%	14%	10%	13%
Monthly	17%	10%	50%	11%
Once every few months	41%	53%	10%	39%
Rarely	18%	12%	10%	20%
Never	9%	10%	10%	14%

Learning About the Foundation

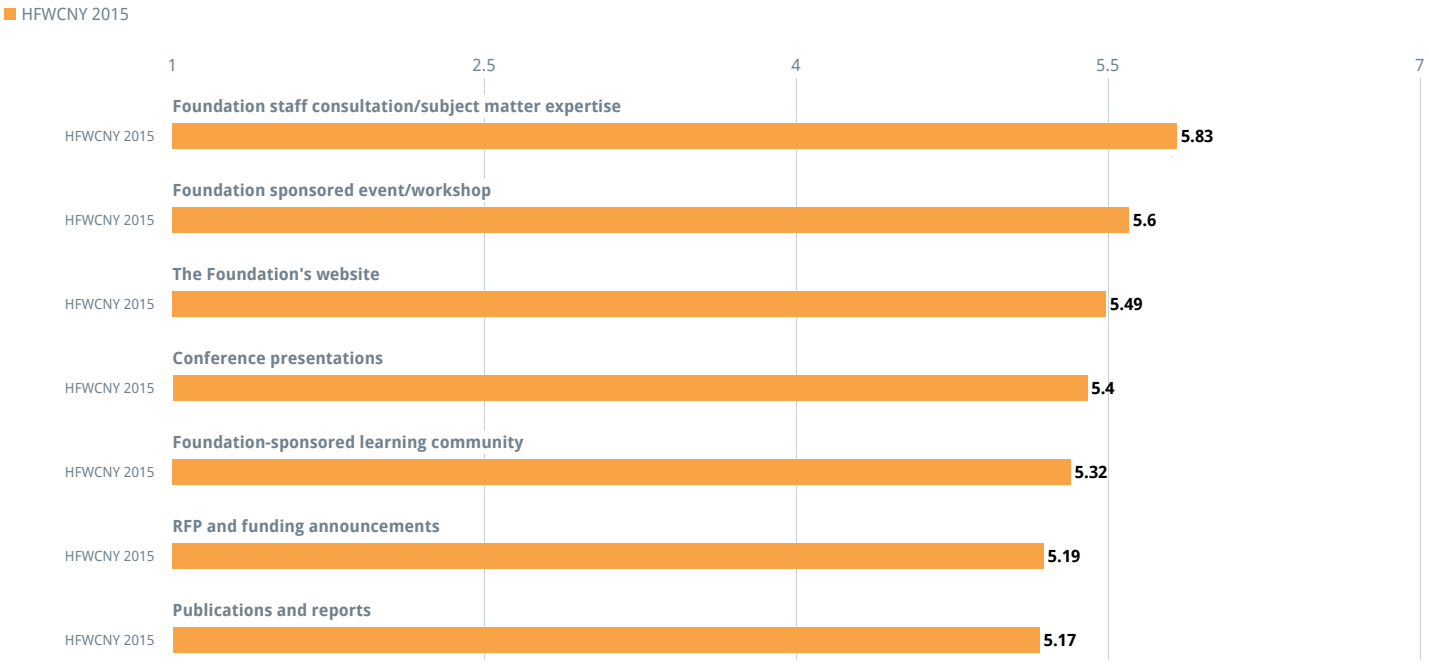
Stakeholders were asked whether they used each of the following communications resources to learn about HFWCNY and how helpful they found each resource. This chart shows the proportion of stakeholders who have used each resource.

"Please indicate whether you have used any of the following Foundation resources within the last year to learn about the Foundation, and if so how helpful was each."



The chart below shows the perceived helpfulness of each resource, where 1 = "Not at all helpful" and 7 = "Extremely helpful."

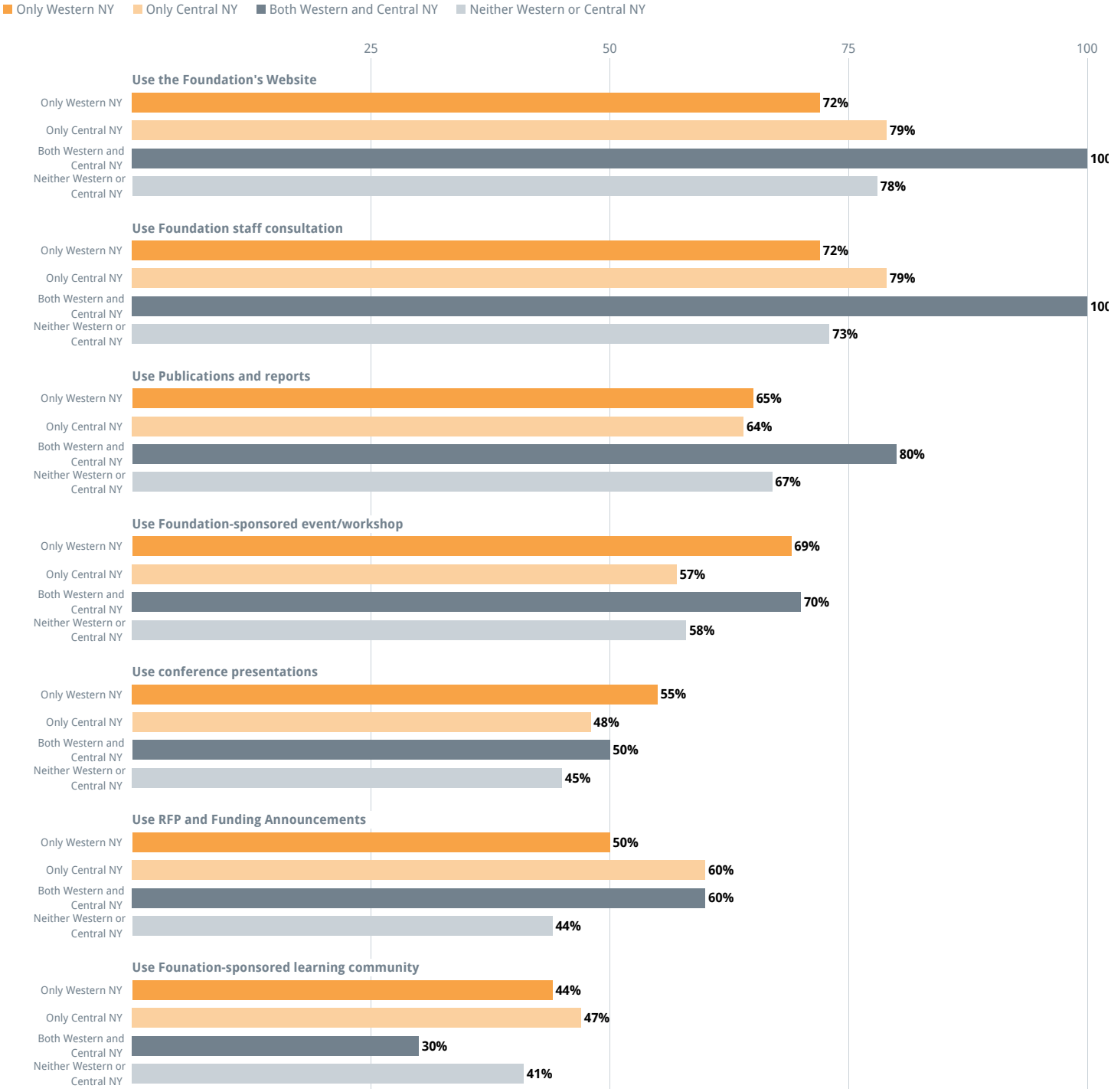
Helpfulness of Communication Resources - Overall



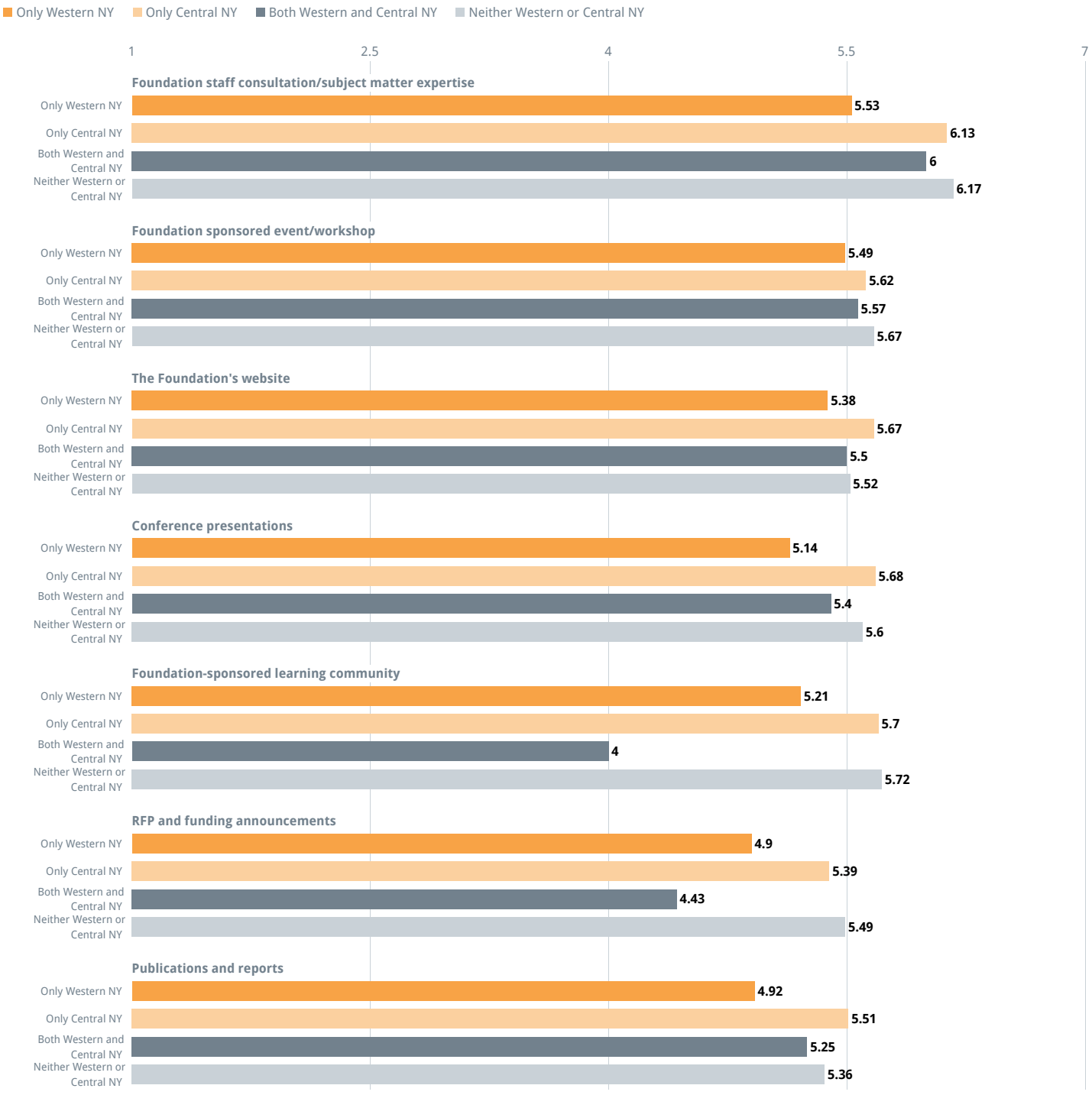
The following charts show the usage and helpfulness of communications resources segmented by subgroup.

"Please indicate whether you have used any of the following Foundation resources within the last year to learn about the Foundation, and if so how helpful was each."

Usage of Communication Resources - By Subgroup



Helpfulness of Communication Resources - By Subgroup

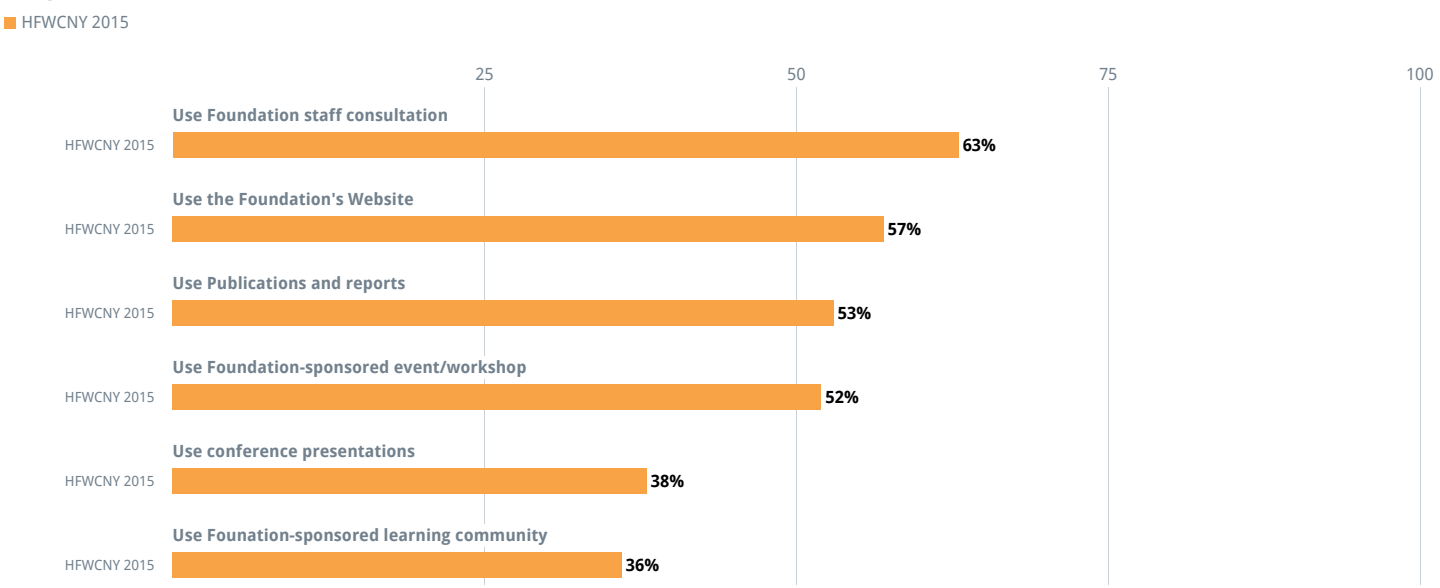


Supporting Your Organization's Work

Stakeholders were asked whether they used each of the following communications resources to support their organizations' work and how helpful they found each resource. This chart shows the proportion of stakeholders who have used each resource.

"Please indicate whether you have used any of the following Foundation resources within the last year to support your organization's work, and if so how helpful was each."

Usage of Communication Resources - Overall



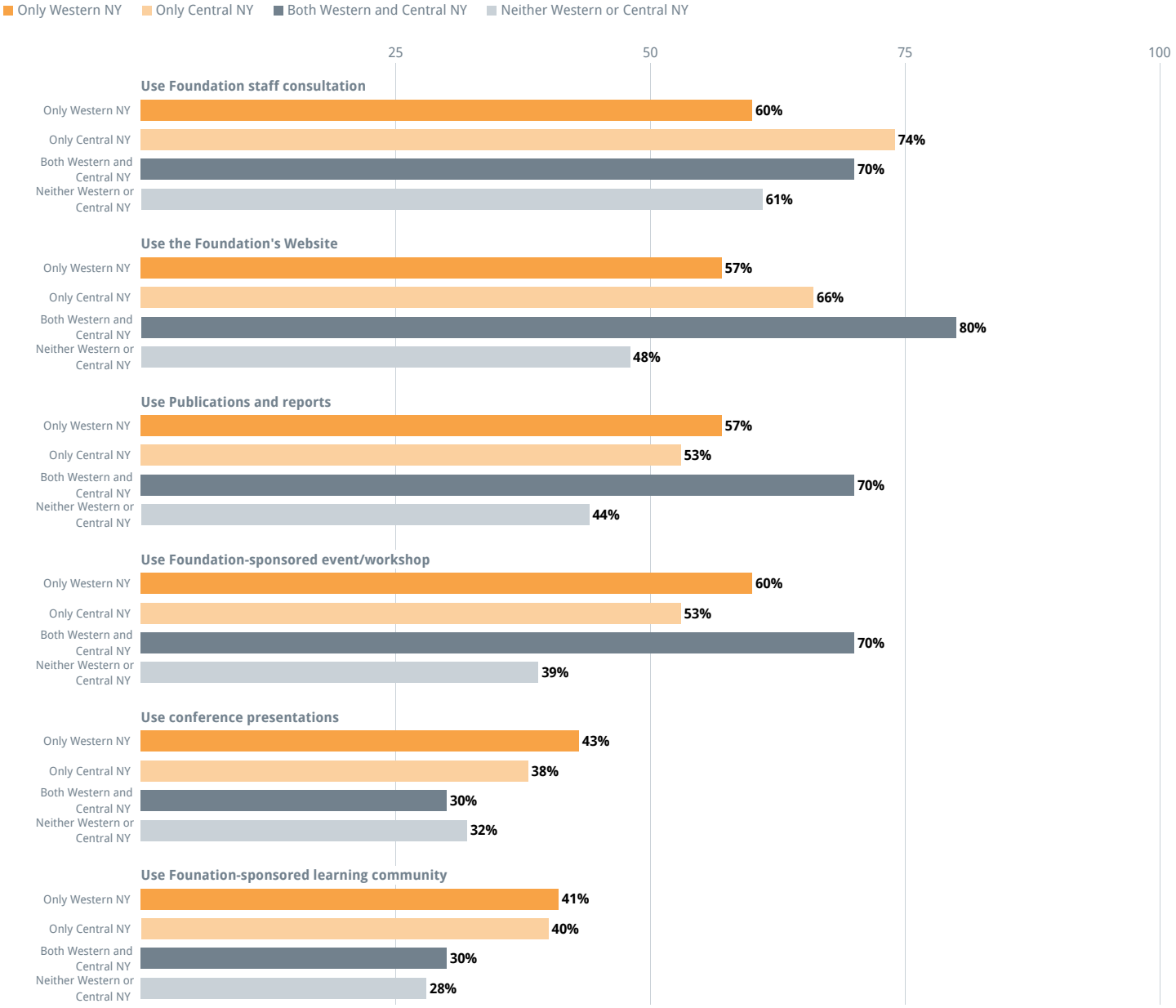
The chart below shows the perceived helpfulness of each resource, where 1 = "Not at all helpful" and 7 = "Extremely helpful."

Helpfulness of Communication Resources - Overall

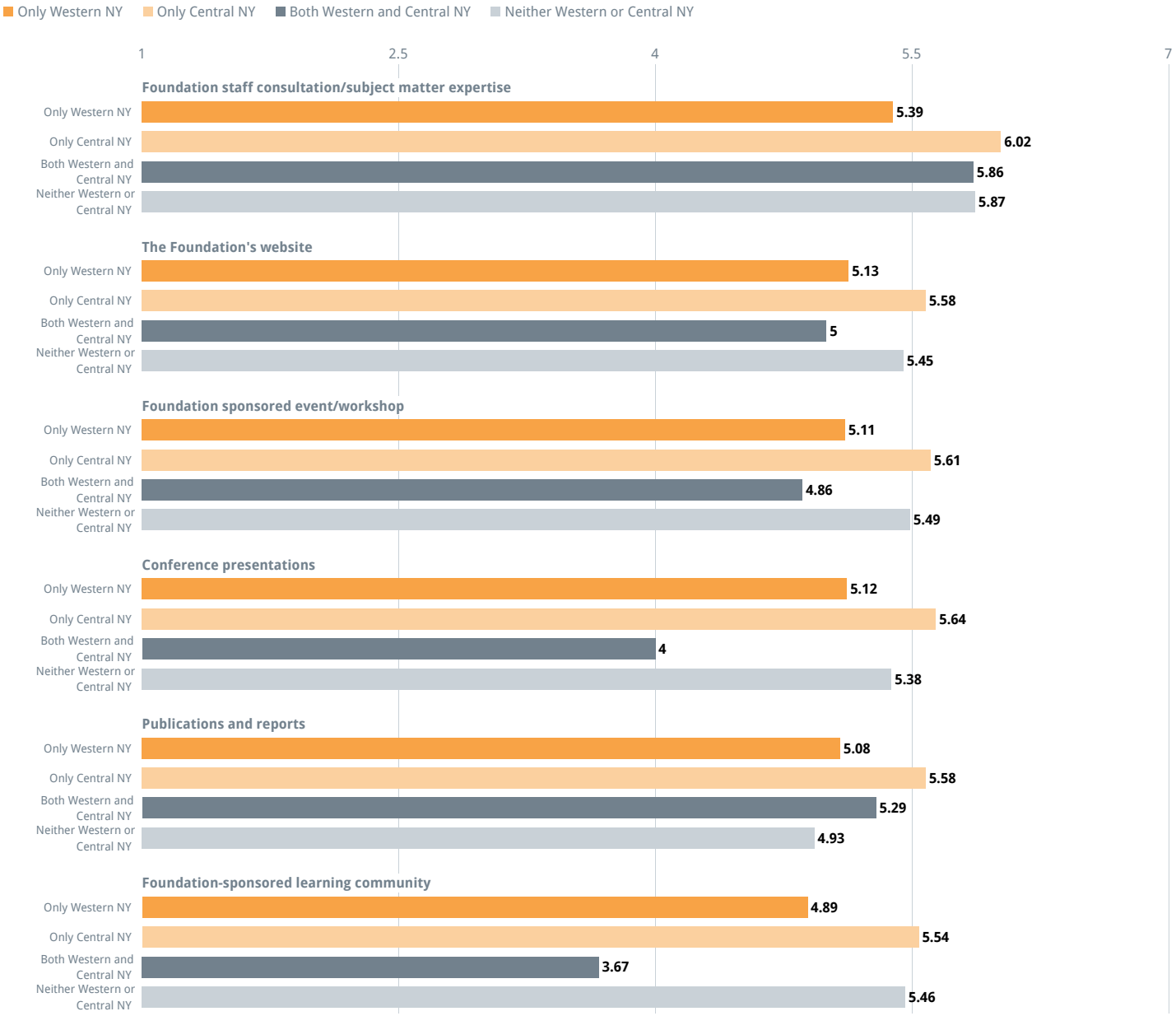
The following charts show the usage and helpfulness of communications resources segmented by subgroup.

"Please indicate whether you have used any of the following Foundation resources within the last year to support your organization's work, and if so how helpful was each."

Usage of Communication Resources - By Subgroup



Helpfulness of Communication Resources - By Subgroup



STAKEHOLDER INTERACTIONS WITH THE FOUNDATION

"Have you interacted with Foundation staff or a member of its board within the last year?"

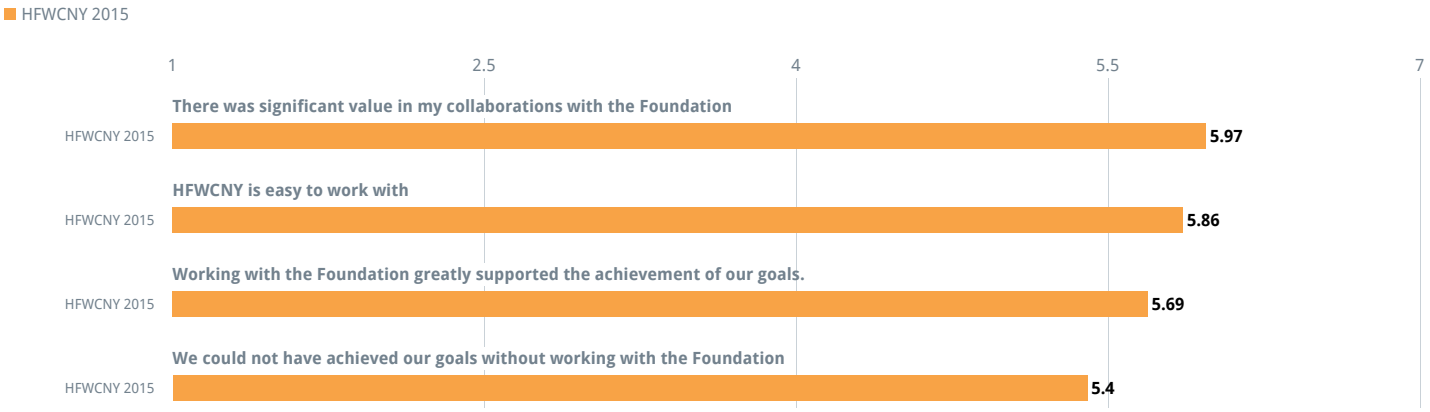
Have you interacted with Foundation staff or a member of its Board within the last year? (Overall)	HFWCNY 2015	HFWCNY 2010	Average Funder
Yes, a staff member	51%	59%	50%
Yes, a board member	3%	3%	3%
Yes, both a board member and a staff member	27%	25%	36%
No	19%	13%	11%

Have you interacted with Foundation staff or a member of its Board within the last year? (By Subgroup)	Only Western NY	Only Central NY	Both Western and Central NY	Neither Western or Central NY
Yes, a staff member	50%	53%	30%	58%
Yes, a board member	2%	3%	10%	1%
Yes, both a board member and a staff member	28%	21%	50%	27%
No	21%	22%	10%	13%

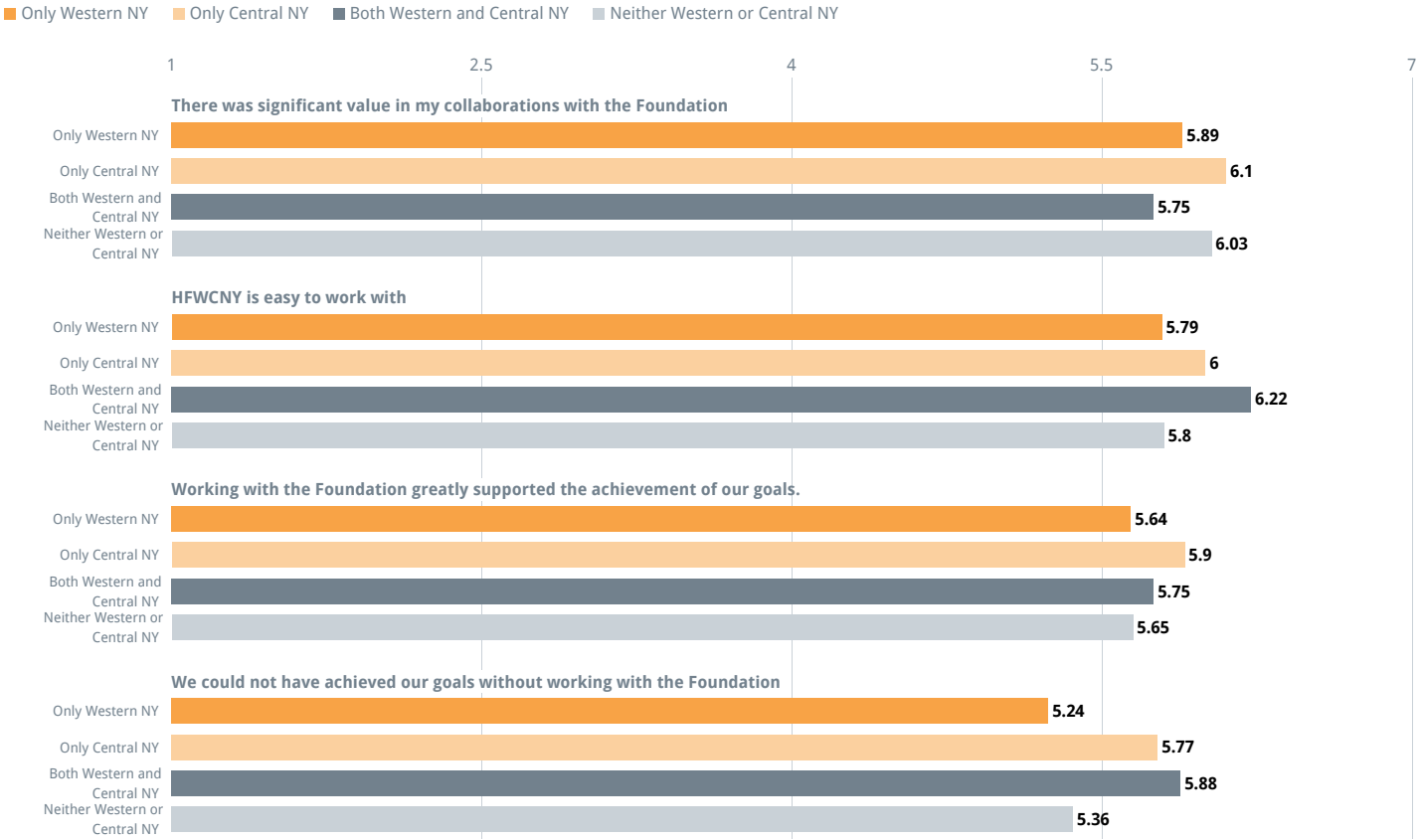
Have you worked directly with the Foundation and its staff in the past? (Overall)	HFWCNY 2015
Yes	81%
No	19%

Have you worked directly with the Foundation and its staff in the past? (By Subgroup)	Only Western NY	Only Central NY	Both Western and Central NY	Neither Western or Central NY
Yes	83%	71%	90%	87%
No	17%	29%	10%	13%

"Rate your level of agreement with the following statements regarding your experience with the Foundation"



"Rate your level of agreement with the following statements regarding your experience with the Foundation"



Initiating Contact with Foundation Staff

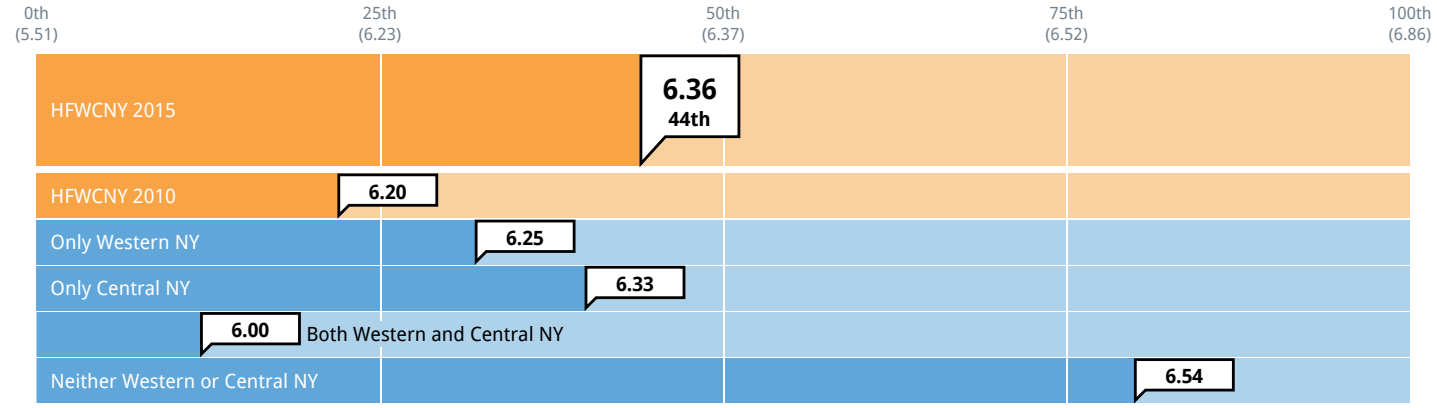
"Have you initiated contact with staff at the Foundation within the last year?"

Have you initiated contact with staff at the Foundation within the last year? (Overall)	HFWCNY 2015	HFWCNY 2010	Average Funder
Yes	59%	63%	67%
No	41%	37%	33%

Have you initiated contact with staff at the Foundation within the last year? (By Subgroup)	Only Western NY	Only Central NY	Both Western and Central NY	Neither Western or Central NY
Yes	56%	62%	70%	61%
No	44%	38%	30%	39%

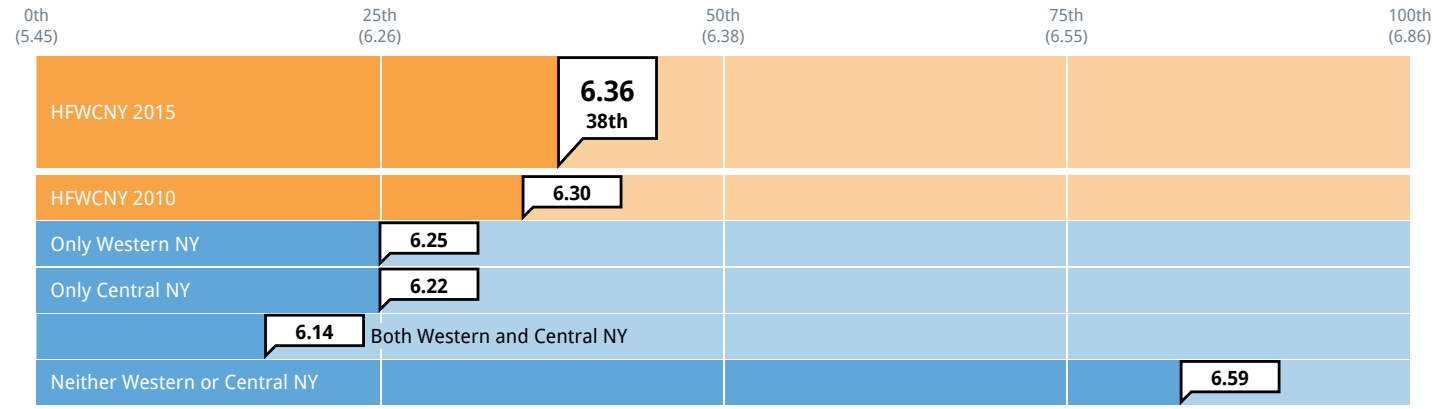
"How responsive was the Foundation staff?"

1 = Not at all responsive, **7** = Very responsive



"How accessible was the Foundation staff"

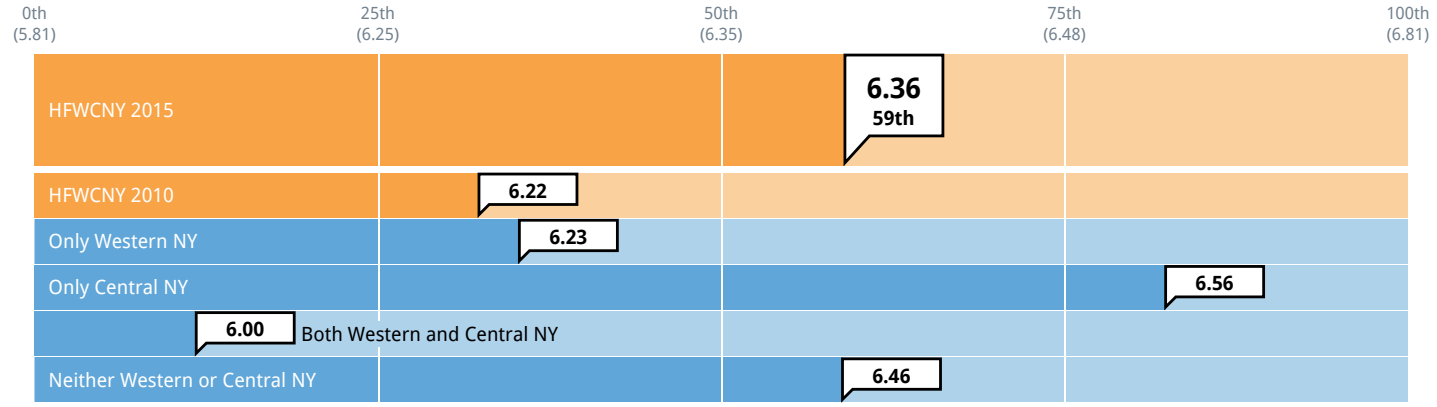
1 = Not at all accessible, **7** = Very accessible



Impressions of Foundation Staff and Board

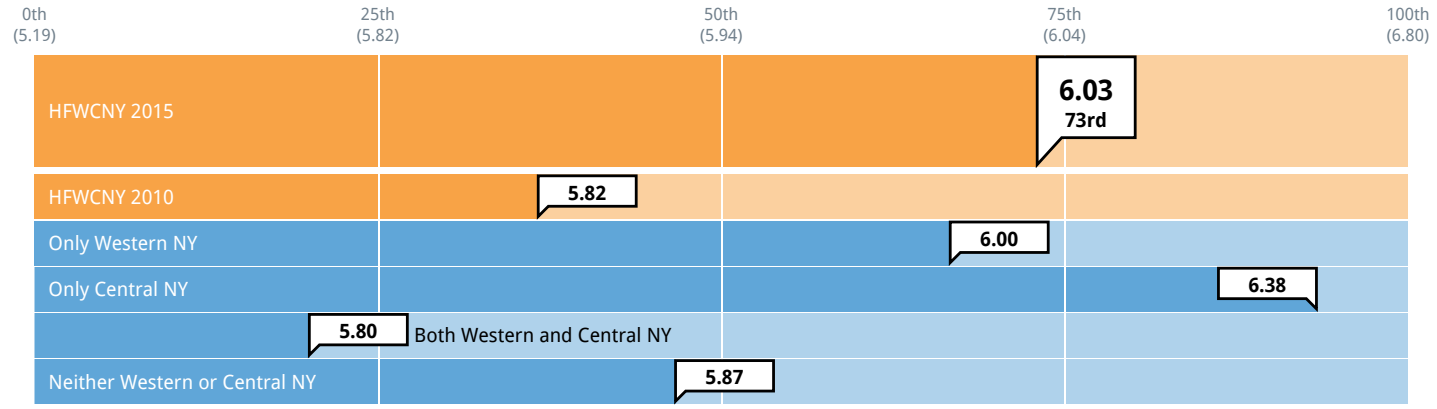
"How would you rate your impression of the Foundation's staff?"

1 = Very negative, **7** = Very positive



"How would you rate your impression of the Foundation's board?"

1 = Very negative, **7** = Very positive



FOUNDATION STRENGTHS AND WEAKNESSES

Foundation Strengths

Stakeholders were asked to comment about the two greatest strengths of the Foundation. 270 stakeholders mentioned 483 strengths. The largest proportion of comments indicated that the Foundation's leadership/staff and and its mission/strategic focus are its greatest strengths.

Topic of Foundation Strength	%	N
Leadership / Staff	19%	91
Mission and Strategic Focus	18%	86
Impact on Fields and Communities	14%	66
Assets and Grantmaking	11%	55
Non-monetary Assistance	8%	40
Field and Community Knowledge	8%	37
Other	6%	31
Innovation	6%	30
Relationships	4%	21
Reputation	3%	14
Collaboration	2%	12

Foundation Weaknesses

Stakeholders were asked to comment about the two greatest weaknesses of the Foundation. A total of 200 stakeholders mentioned 298 weaknesses. The largest proportion of stakeholders indicated that the Foundation's mission/strategic focus and its assets/grantmaking are its greatest weaknesses.

Topic of Foundation Weaknesses	%	N
Mission and Strategic Focus	23%	69
Assets and Grantmaking	13%	39
Leadership / Staff	12%	37
Communications	11%	32
Public Relations / Visibility	10%	30
Other	9%	27
Impact on Fields and Communities	9%	27
Interactions	7%	20
Administrative Processes	4%	12
Field and Community Knowledge	2%	5

Selected Comments

Stakeholders were asked to comment about the two greatest strengths and two greatest weaknesses of the Foundation.

Foundation Strengths:

Leadership / Staff (19%, N = 91)

» "Outstanding talent (staff)"
» "Ann's commitment, Comfort taking a leadership role in the community, and vision"

Mission and Strategic Focus (18%, N = 86)

» "Focused approach to improving life for children and elders"
» "Comitment to important issues, and changing the way to meet goals if necessary"

Impact on Fields and Communities (14%, N = 66)

» "Ubiquity at many levels of health policy making in NYS"
» "Leverage funding for community impact"

Assets and Grantmaking (11%, N = 55)

» "Their global view and support for organizations regardless of their size"
» "Well-structured, evidence based projects fully supported by the Foundation"

Non-monetary Assistance (8%, N = 40)

» "Its ability to bring people together, neutral convener"
» "Fosters collaboration, growth and learning"

Knowledge of Fields and Communities (8%, N = 37)

» "Level of knowledge on the health issues relevant to the population they focus on"
» "Understanding of the cutting edge in healthcare system redesign"

Innovation (6%, N = 30)

» "Their ability to recognize new and innovative ways to promote healthy mothers and babies"
» "Looking at innovative solutions"

Relationships (4%, N = 21)

» "Willingness to listen to rising/changing priorities"
» "Easy to work with"

Reputation (3%, N = 14)

» "'Heft' - when the foundation speaks, people listen"
» "Their credibility in the community"

Collaboration (2%, N = 12)

» "Investment in pooling financial and human capital into channels that can have the greatest impact"
» "Commitment to woking with partners in local communities to make a difference"

Other (6%, N = 31)

Foundation Weaknesses:

Mission and Strategic Focus (23%, N = 69)

» "Geographic region is limited and does not always match with other pertinent regions - the CNY RPC region"
» "The vision is at times interperted differently by different members"
» "Narrow focus"
» "Seems still very Buffalo-oriented"

Assets and Grantmaking (13%, N = 39)

» "Limited resources, but that's not a situation unique to the Health Foundation. All foundations face this problem."
» "At times decisions for funding don't seem to align with true needs within a community/population"

Leadership / Staff (12%, N = 37)

» "Lack of a true leadership team when it comes to the creation of the strategy and agreement about how to execute that strategy"
» "Frankly, many are afraid of executive staff. That's useful, but not always a good thing."
» "Need to have a few more staff to handle the load of requests"

Communications (11%, N = 32)

» "Lack of clarity on specific strategies being employed over the long term to achieve stated goals"
» "Communicaion about program outcomes are not easily accessible"

Public Relations / Visibility (10%, N = 30)

» "Need more external communication of positive impact of programs in the community"
» "Limited public exposure which does not give you the credit you deserve!"

Field and Community Impact (9%, N = 27)

» "Need greater community presence where their goals plan to support"
» "Missed opportunities to seriously advocate for children and seniors"

Interactions (7%, N = 20)

» "Accessibility of the foundation staff. The staff are very busy and it may take days to get a response"
» "Staff responsiveness and accessibility"

Administrative Processes (4%, N = 12)

» "Grant process is confusing"
» "More help with grant submissions"

Knowledge (2%, N = 5)

» "Not always aware of larger health care environment"

Other Weaknesses (9%, N = 27)

SUGGESTIONS FOR THE FOUNDATION

Stakeholders were asked to provide suggestions about how the Foundation could improve. The largest proportion of stakeholder comments addressed the Foundation's grantmaking characteristics.

"Please suggest any other ways you think the Foundation could improve."

Proportion of Stakeholder Suggestions by Topic:

Topic of Stakeholder Suggestion	%
Grantmaking Characteristics	15%
Mission / Strategic Focus	14%
Staff / Leadership	13%
Community / Field Impact and Understanding	12%
Public Relations / Visibility	9%
Communications	8%
Collaboration	7%
Other	7%
Administrative Process	6%
Interactions	2%
Diversity	2%

Selected Comments

Stakeholders were asked to provide any suggestions for how the Foundation could improve. These suggestions were then categorized by CEP and grouped into the topics below.

Grantmaking Characteristics (15%)

- Grant Size (N = 8)
  - "I am not sure I agree with their giving a very large number of relatively small grants. If they chose a partner organization that was doing something well, e.g., early child care and gave them a large grant to expand it as a demonstration project, it could serve as a paradigm for other organizations."
  - "Provide more financial support for those assisting, so they can adequately perform the tasks without detrimental effects with their own work."
  - "Focus more with its funding resources... fund less projects at a time, and add resources to each project."

- Grantmaking Orientation (N = 4)
  - "More flexibility in seeing what kinds of organizations can advance their mission. Not all of them are health-related."
  - "Be less focused in grant giving. Perhaps add an 'other' category similar to the New York State Foundation."

Mission / Strategic Focus (14%)

- Field / Program Area Focus (N = 6)
  - "I think they could just be doing more, impacting more areas... still consistent with their chosen population focuses."
  - "There are other population needs that the Foundation could help in being a convener or a positive force for change across the community in working to create a broad culture of health."
  - "Broader priorities to look at the health of the entire poverty population not just the frail elderly and the pre-K children. Issues including lead paint, unsafe housing, community parks...food adequacy..."

- Geographic Focus (N = 5)
  - "Would be nice to have Foundation cover contiguous geography."
  - "We would certainly benefit as a community if there were more resources dedicated to CNY."

Staff / Leadership (13%)

- Add Staff (N = 5)
  - "More staff would make for quicker processing of requests."
  - "Add interns to help keep projects moving forward."

- Foundation Leadership (N = 5)
  - "The foundation needs to develop its leadership team as a team. Otherwise, Ann's strong-willed visionary leadership will leave a hole too great for the leadership team to fill as it currently operates."
  - "The Foundation is not currently the go to resource for its target populations. This appears to be the result of leadership's inability to focus on these populations. The staff-led work that does produce substantial results goes unleveraged (i.e. not used to alter the trajectory of care). In addition, the Foundation leadership appears reticent to engage the business community in their work. There seems to be very little interaction with employers who fund health care, or insurers who broker the employers' funds."

Community / Field Impact and Understanding (12%)

- Understanding of Communities and Fields (N = 7)
  - "More activity/presence in Central NY community to know issues/concerns specific to this region."
  - "Really get an understanding of what the population needs and how services need to be delivered."
  - "Understand and respect other resources in the community particularly when there are some common goals."

Public Relations / Visibility (9%)

- Increase (N = 8)
  - "I hear about HFWCNY projects in pockets all over the place. I think the Foundation might be more impactful with a larger "campaign" approach such as Step up the Falls - then implemented in a number of locations. I think the Falls Prevention program is one of the best things the Foundation has done."
  - "Continue to articulate its mission, vision and focus areas on a consistent basis."
  - "More publications; spread!"

Communications (8%)

- More Frequent (N = 4)
  - "Newsletters to keep professionals up to date with Foundation activities and possible collaborations."
  - "Send e-mail once a quarter with coming changes in healthcare and plans for community sessions. Do not communicate too often as it can get to be too much and messages will be deleted."

Collaboration (7%)

- Other Funders (N = 2)
  - "The Foundation doesn't really reach into the region of NY where I now work. It would be great if they could work with our Community Foundations to support the health mission."

- Other (N = 4)
  - "Mobilize the people they are trying to reach. Focus on Social Determinants of Health by partnering and influencing government and health plans and institutions."
  - "Collaborative relationships to bring this important work to a national audience."

Administrative Processes (6%)

- Streamline (N = 3)
  - "Grant experience in the past has been very prescriptive / rigid in implementation, underfunded for the time required, tedious to implement, and not really worth pursuing."

CONTEXTUAL DATA

Organization Type (Overall)	HFWCNY 2015	HFWCNY 2010	Average Funder
For-profit business	10%	10%	8%
Nonprofit organization	54%	59%	54%
Nonprofit support / intermediary	5%	4%	3%
Media	0%	0%	2%
Foundation	6%	6%	7%
Government	12%	8%	5%
State government	1%	2%	11%
National government	1%	1%	2%
Other	11%	9%	9%

Organization Type (By Subgroup)	Only Western NY	Only Central NY	Both Western and Central NY	Neither Western or Central NY
For-profit business	7%	6%	36%	15%
Nonprofit organization	60%	55%	36%	47%
Nonprofit support / intermediary	2%	6%	9%	8%
Media	N/A	2%	N/A	N/A
Foundation	5%	2%	N/A	10%
Government	14%	26%	N/A	1%
State government	1%	2%	9%	1%
National government	N/A	N/A	N/A	2%
Other	10%	2%	9%	16%

Organization Scope (Overall)	HFWCNY 2015	HFWCNY 2010	Average Funder
Local	66%	61%	31%
State-wide	13%	19%	33%
Regional (Multi-state)	8%	8%	9%
National	13%	13%	25%

Organization Scope (By Subgroup)	Only Western NY	Only Central NY	Both Western and Central NY	Neither Western or Central NY
Local	89%	90%	N/A	21%
State-wide	6%	6%	90%	21%
Regional (Multi-state)	4%	2%	N/A	20%
National	1%	2%	10%	37%

Stakeholder Characteristics

Race/Ethnicity - Overall	CHFWCNY 2015	Full Dataset
Caucasian/White	84%	79%
Hispanic/Latino	2%	5%
African-American/Black	5%	7%
Multi-racial	N/A	2%
American Indian or Alaska Native	N/A	0%
Asian (including the Indian subcontient)	1%	1%
Pacific Islander	N/A	0%
Other	0%	1%
Prefer not to say	9%	5%

Gender - Overall	HFWCNY 2015	HFWCNY 2010	Full Dataset
Female	68%	67%	48%
Male	26%	29%	48%
Other	N/A	0%	0%
Prefer not to say	6%	4%	3%

Previous Relationship with the Foundation

Past Funding Recipient (Overall)	HFWCNY 2015	HFWCNY 2010	Average Funder
Yes	51%	53%	52%
No	42%	43%	44%

Past Funding Recipient (By Subgroup)	Only Western NY	Only Central NY	Both Western and Central NY	Neither Western or Central NY
Yes	58%	50%	45%	47%
No	36%	45%	27%	48%

Previously Declined Funding Applicant (Overall)	HFWCNY 2015	HFWCNY 2010	Average Funder
Yes	16%	16%	25%
No	70%	74%	64%

Previously Declined Funding Applicant (By Subgroup)	Only Western NY	Only Central NY	Both Western and Central NY	Neither Western or Central NY
Yes	20%	15%	9%	12%
No	61%	76%	55%	78%

Knowledge of the Foundation (Overall)	HFWCNY 2015	HFWCNY 2010	Average Funder
Less than one year	6%	4%	3%
1 year or more but less than 3 years	8%	18%	12%
3 years or more but less than 5 years	17%	31%	17%
More than 5 years	69%	47%	67%

Knowledge of the Foundation (By Subgroup)	Only Western NY	Only Central NY	Both Western and Central NY	Neither Western or Central NY
Less than one year	8%	6%	9%	1%
1 year or more but less than 3 years	4%	6%	9%	14%
3 years or more but less than 5 years	17%	27%	18%	11%
More than 5 years	70%	60%	64%	73%

Additional Survey Information

On many questions in the stakeholder survey, stakeholders are allowed to select “don’t know” or “not applicable” if they are not able to provide an alternative answer. In addition, some questions in the survey are only displayed to a select group of stakeholders for which that question is relevant based on a previous response.

As a result, there are some measures where only a subset of responses is included in the reported results. The table below shows the number of responses included on each of these measures. The total number of respondents to HFWCNY's stakeholder survey was 365.

Question	N
How familiar are you with the Foundation?	345
How favorable is your impression of the Foundation?	310
In the areas of the Foundation's work with which you are familiar, to what extent has the Founda...	284
In the areas of the Foundation's work with which you are familiar, to what extent has the Founda...	235
What is the primary information source from which you learn about the Foundation's current goals?	305
How clearly do you understand the Foundation's current goals?	304
In your opinion, has the Foundation chosen the right goals?	299
In your opinion, how effective is the Foundation at addressing each of its specific goals?	208
How clearly do you understand the Foundation's current strategy?	285
Please indicate the extent to which each of the following approaches is effective in supporting...	265
To what extent is the Foundation innovative in the work with which you are familiar?	278
If you were to receive information from the Foundation, how credible would you consider that information?	298
Please indicate whether you have used any of the following Foundation resources within the last year	231
How often have you used the Foundation's resources within the last year?	295
Have you worked directly with the Foundation and its staff in the past?	296
How would you rate your impression of the Foundation's staff?	229
How would you rate your impression of the Foundation's board?	79
Have you initiated contact with staff at the Foundation within the last year?	293
How responsive was the Foundation staff?	174
How accessible was the Foundation staff?	174
Which of the following best describes your organization or institution?	303
How would you describe the scope of your organization's work?	302
In which counties does your organization work? (Please check all that apply)-Allegany	298
How long have you known about the Foundation?	305
Have you ever received funding from the Foundation?	284
Have you ever been declined funding from the Foundation?	257
What is your gender?	293
What is your race/ethnicity?	282
Region of Organization's Work	298
Familiarity with the Foundation	345
Rating of the Foundation's responsiveness	174
Use the Foundation's Website	298
Use Foundation staff consultation	298

Use Publications and reports	298
Use Foundation-sponsored event/workshop	298
Use conference presentations	298
Use Founation-sponsored learning community	298
Use RFP and Funding Announcements	298
Use the Foundation's Website	295
Use Foundation staff consultation	295
Use Publications and reports	295
Use Foundation-sponsored event/workshop	295
Use conference presentations	295
Use Founation-sponsored learning community	295

ABOUT CEP & CONTACT INFORMATION

Mission:

To provide data and create insight so philanthropic funders can better define, assess, and improve their effectiveness – and, as a result, their intended impact.

Vision:

We seek a world in which pressing social needs are more effectively addressed.
We believe improved performance of philanthropic funders can have a profoundly positive impact on nonprofit organizations and the people and communities they serve.

Although our work is about measuring results, providing useful data, and improving performance, our ultimate goal is improving lives. We believe this can only be achieved through a powerful combination of dispassionate analysis and passionate commitment to creating a better society.

Contact Information

Naomi Orensten, Manager

(617) 492-0800 ext. 253

naomio@effectivephilanthropy.org

Luke Davis, Research Analyst

(617) 492-0800 ext. 260

luked@effectivephilanthropy.org

THE CENTER FOR
EFFECTIVE PHILANTHROPY

675 Massachusetts Avenue
7th Floor
Cambridge, MA 02139
Tel: (617) 492-0800
Fax: (617) 492-0888

100 Montgomery Street
Suite 1700
San Francisco, CA 94104
Tel: (415) 391-3070
Fax: (415) 956-9916

www.effectivephilanthropy.org