



Kansas Health Foundation

Stakeholder Assessment Report Results

GENERAL INFORMATION

THE ASSESSMENT

The Kansas Health Foundation Board of Directors commissioned the Center for Effective Philanthropy (CEP) to conduct the Stakeholder Assessment Report for the Foundation. This assessment provides insight about foundation performance based on the perceptions of a foundation by its key external stakeholders. For the Foundation, the report gives board and staff an opportunity to evaluate the ways in which the organization can improve. Using the survey results, the Foundation hopes to move more effectively and efficiently toward its goal to improve the health of all Kansans.

Results from the report provide an analysis of feedback from those who have an important perspective on the Foundation's areas of work or are critical to achievement of its goals. Stakeholder populations include:

- Academics
- Business and industry experts
- Government officials (local and state)
- Media
- Other philanthropies
- Nonprofit support and intermediary organizations

METHODOLOGY

Stakeholders were surveyed on a range of topics, eliciting perspectives regarding the Kansas Health Foundation's strategies, effectiveness and impact. Most questions were answered on a 1 to 7 Likert scale on which 1 is the least positive response and 7 the most positive. Open-ended questions were also asked throughout the survey.

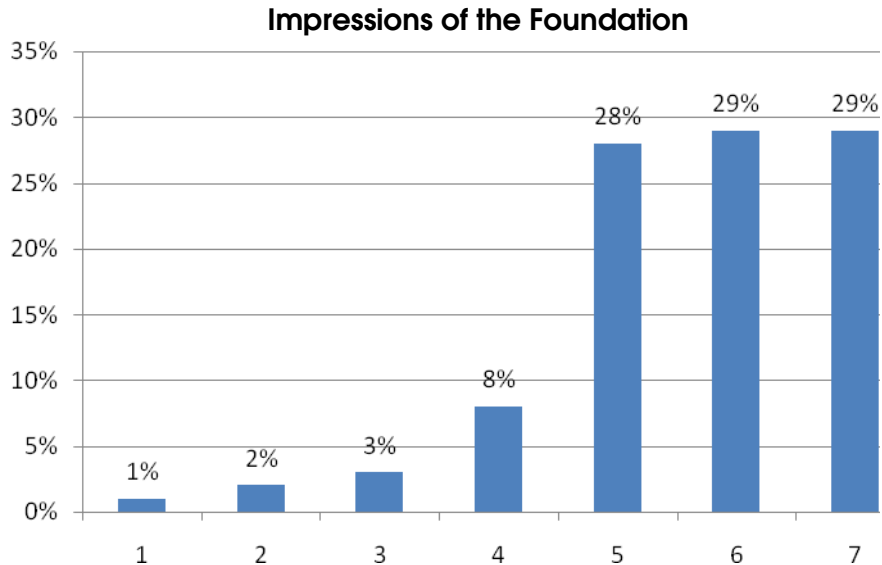
RESPONSE RATE

The survey was distributed to 255 stakeholders, resulting in 148 responses. This represents a 58 percent response rate.

SURVEY RESULTS

OVERALL IMPRESSION OF THE FOUNDATION

Of the responding stakeholders, 58 percent rate the favorability of their impression of the Foundation either a 6 or 7 where 1 is “not at all favorable” and 7 is “very favorable.”



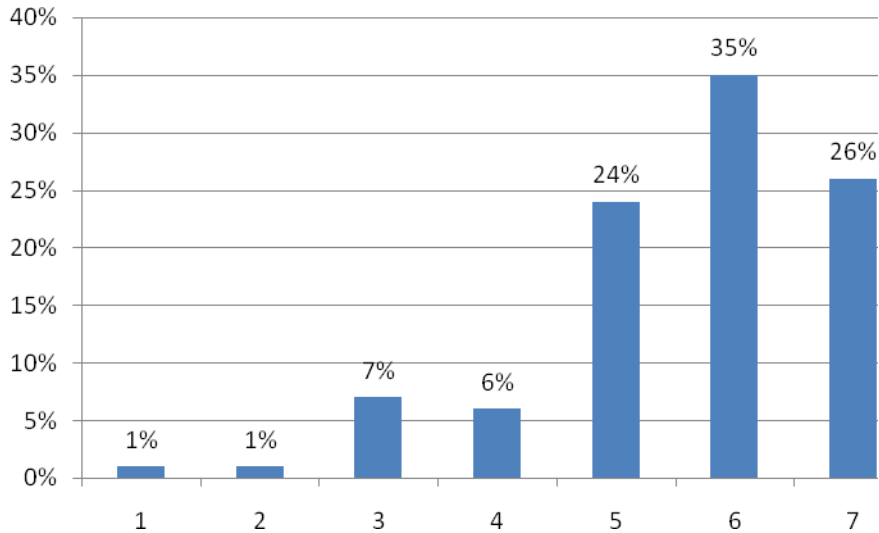
FOUNDATION GOALS

During the survey, respondents were shown a list of the Foundation’s six programmatic goals, which are to ensure that:

- Kansans have the appropriate leadership skills and capacities to champion health improvement efforts in their communities and organizations;
- Policymakers have high-quality, timely and objective information to make informed decisions regarding the health of Kansans;
- Kansas youth have the lowest rates of tobacco use in the nation;
- Kansas youth have the lowest rates of obesity in the nation;
- Kansas has an effective and efficient public health infrastructure; and,
- Kansas children have the health, education and economic opportunities they need to reach their fullest potential.

Stakeholders were asked the question, “How clearly do you understand the Foundation’s current goals?” Using the 1 to 7 scale, a 7 indicated they understood the Foundation’s goals “extremely clearly,” while a 1 indicated “not at all clearly.” The average rating for this measure was a 5.6, and the complete results are shown on the next chart.

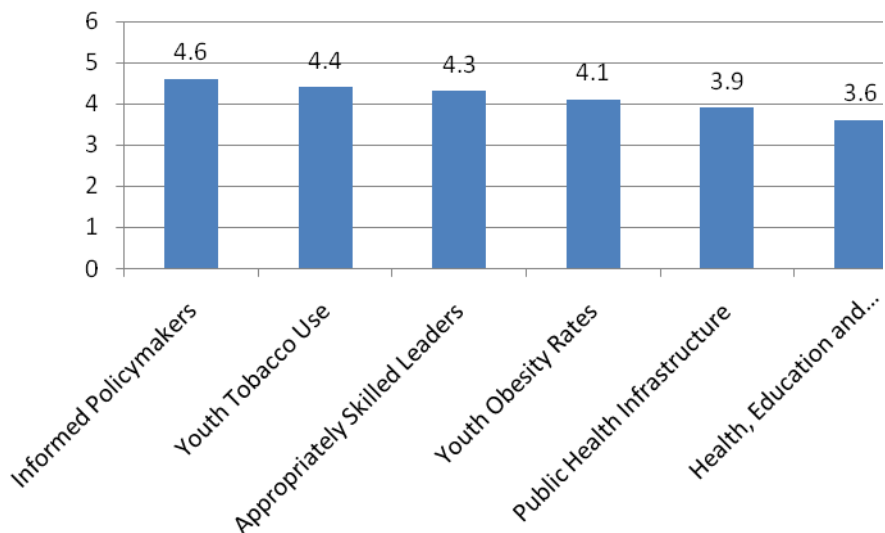
Understanding of Foundation's Goals



As a follow-up question, respondents were then asked, "In your opinion, has the Foundation chosen the right goals?" Eighty-three percent responded "yes" to the question, with 17 percent responding "no."

In looking for more information about each individual goal, the question was asked, "In your opinion, how effective is the Foundation at accomplishing each of its specific goals?" Respondents were asked to use the 1 to 7 scale to rate their belief in the effectiveness of each specific goal. The highest average rating (4.6) was given for the goal of informing policymakers. The goal of providing the necessary health, education and economic opportunities for children received the lowest average rating with a 3.6. The average rating for each goal is shown in the chart below:

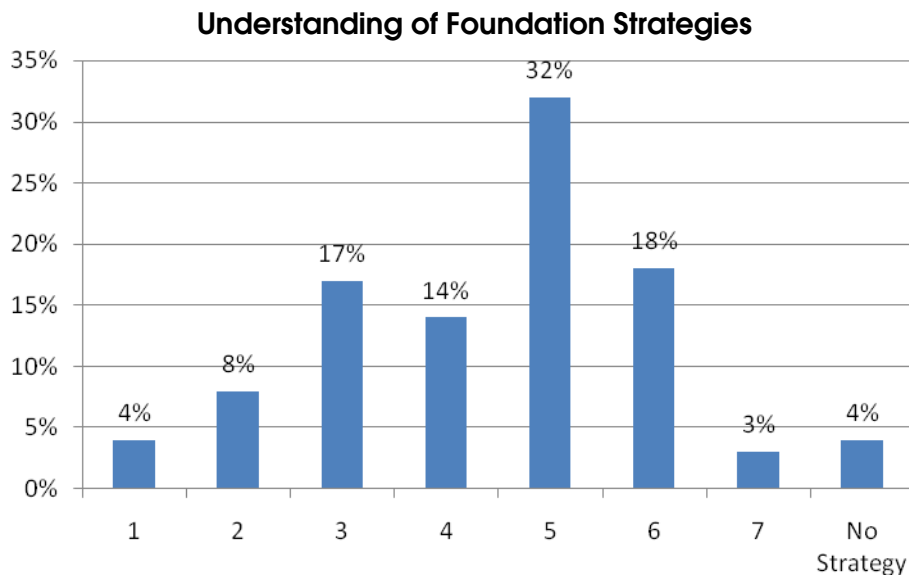
Effectiveness in Accomplishing Goals



FOUNDATION STRATEGIES

In addition to the Foundation’s goals, the survey also asked respondents for their understanding of the Foundation’s strategies, or the ways in which the Foundation hopes to achieve its goals.

When asked the question, “How clearly do you understand the Foundation’s current strategy?” 3 percent responded with a 7, indicating they understood the strategies “extremely clearly” and 4 percent responded with a 1, indicating “not at all clearly.” An additional 4 percent answered “The Foundation doesn’t appear to have a strategy.” These numbers indicate an average rating of 4.4 for this question. These results are shown in detail in the chart below, with “no strategy” representing those who do not see the Foundation as having a strategy.

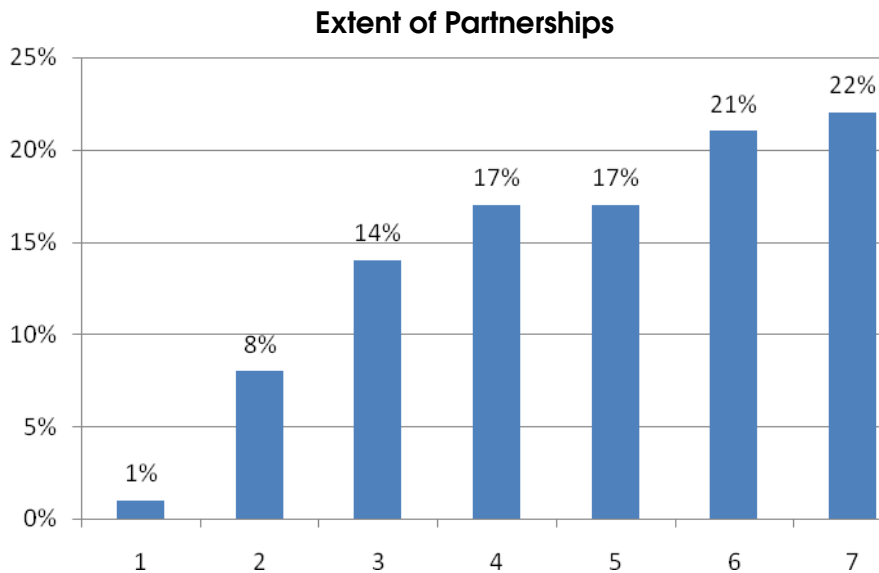


To gauge the respondents’ understanding of how the Foundation strategies are developed, the survey asked specifically about how people view the role of the Foundation’s board. Respondents were asked, “To what extent do you believe the Kansas Health Foundation board guides the strategic vision of the Foundation?” On this question, a 1 rating indicated “not at all” while a 7 indicated “to a great extent.” The average rating for this question was a 4.7, with 34 percent answering 5, 6 or 7. However, the greatest number of people didn’t give a numeric rating to the question, as 46 percent indicated that they did not know the level of board involvement.

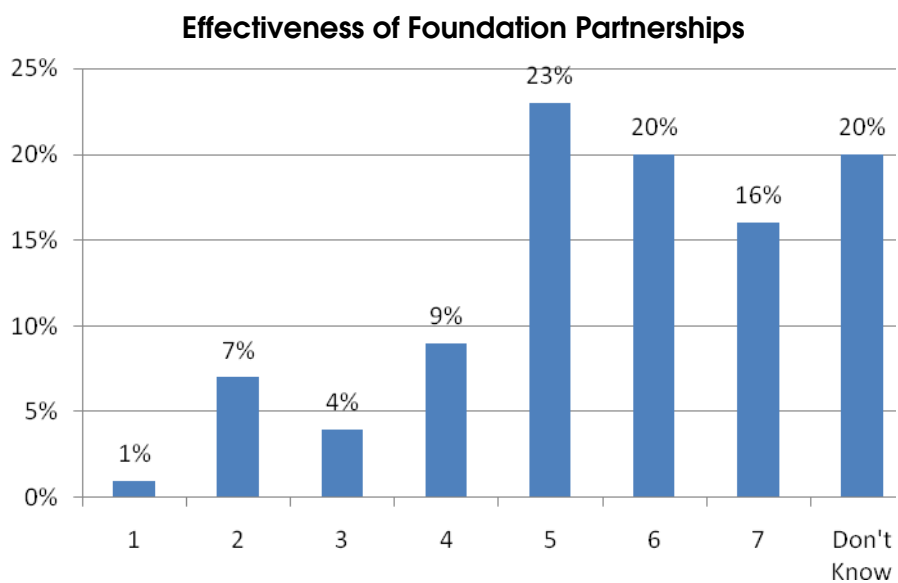
PARTNERSHIPS

The Foundation strives to partner with organizations across the state through its grant making. Two questions on the survey were directly related to the degree in which the Foundation engages in partnerships and the effectiveness level of these partnerships.

The first question asked in this section was, "To what extent do you believe the Kansas Health Foundation partners with other organizations in pursuing its goals?" With 1 being "not at all" and 7 being "to a great extent," 43 percent answered with either a 6 or 7. The average rating for this question was a 5.0. Complete results are detailed below.



After respondents rated the degree to which the Foundation partners, they were asked, "How effective are these partnerships in helping the Foundation pursue its goals?" The average rating for this question was a 5.1, with 59 percent answering with a 5, 6 or 7. Complete ratings for this question can be seen below.



LEARNING ABOUT THE FOUNDATION

In the survey, respondents were given a list of six informational resources and were asked which ones they had used in the past year to learn about the Foundation. Given the same list, respondents were then asked to rate the helpfulness of each resource. The chart below details the results.

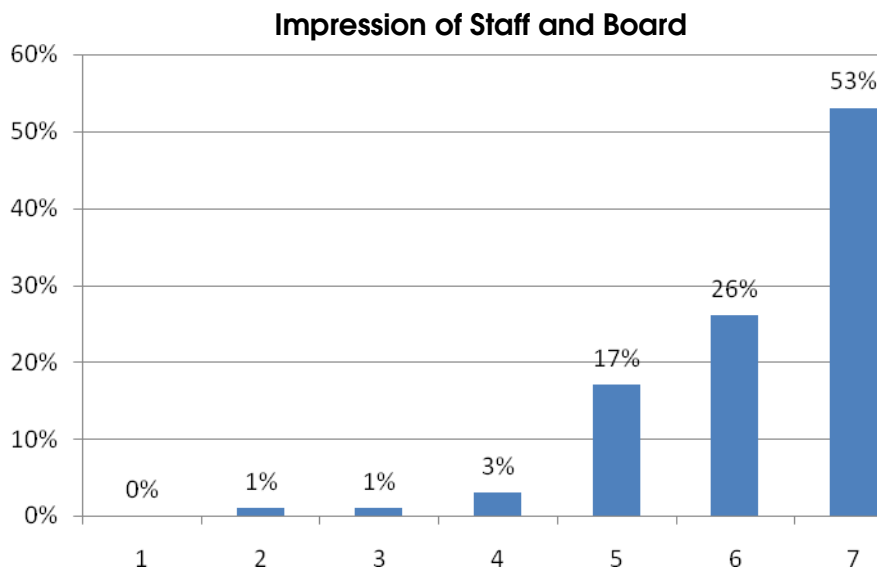
Resource	Used in the past year (%)	Helpfulness (1 to 7)
Annual Report	67%	4.4
Web site	66%	4.8
eNewsletter	48%	4.5
Leadership Conference	51%	6.1
Community Fdn. Conf.	23%	5.6
Recognition Grant Conf.	15%	5.2

FOUNDATION STAFF

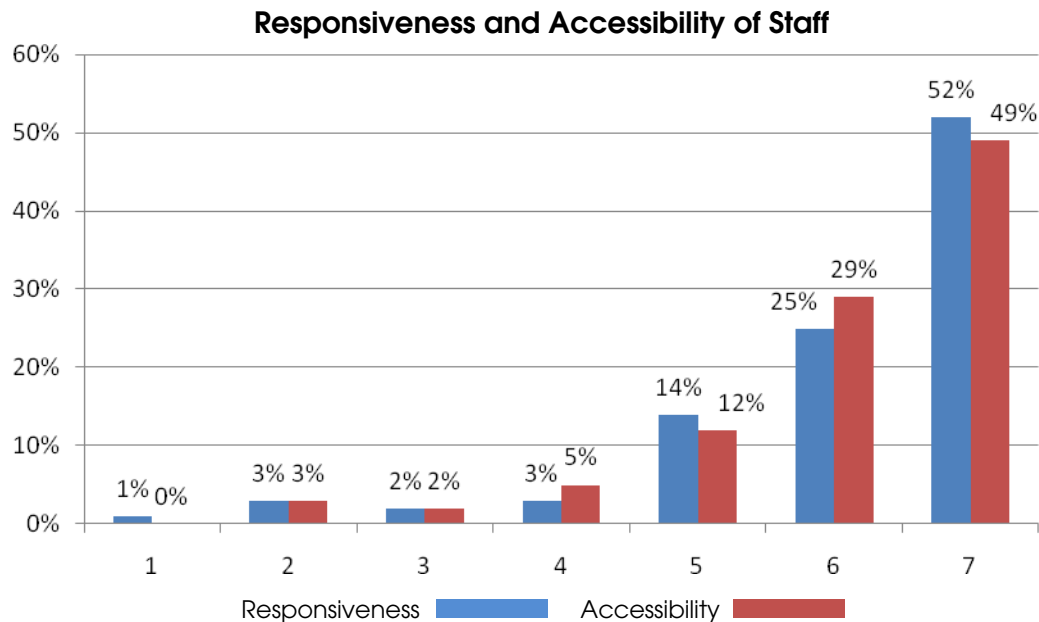
In an effort to better understand the outreach efforts of Foundation staff, a series of questions were asked in the survey regarding interactions with staff, impressions of staff and accessibility/responsiveness of staff.

Respondents were asked, "Have you interacted with Foundation staff or a member of its board within the last year?" Only 14 percent of survey participants had not interacted with staff or board in the past year. Of those who did have some level of interaction, 43 percent had interacted with a staff member and a board member, while 40 percent had interacted only with a staff member. Four percent of respondents had only had interaction with a board member in the past year.

To gauge respondents' impressions of Foundation staff and/or board members, the survey asked for a rating from 1 to 7 through the question, "How would you rate your impression of the Foundation's staff and/or board?" For this question an answer of 1 indicated "very negative" and an answer of 7 indicated "very positive." The average rating given was 6.2. See the chart below for complete rankings.



Finally, respondents were asked to rate both the responsiveness and the accessibility of Foundation staff on a 1 to 7 scale. The average rating for both was a 6.1.



FOUNDATION STRENGTHS

Stakeholders were asked to indicate the Foundation’s two greatest strengths. The responses were then categorized into common topics. Some comments have been broken down into subtopics.

Topic	% citing strength	Sample Comments
Vision	48%	<u>Vision:</u> “Desire to create long-term change” “Goals” <u>Leadership:</u> “Focus of leadership skills” “Investment in people” <u>Health:</u> “Vision to improve the health of all Kansans” “Wellness” “Staff who see merit in funding public health”
Financial Resources	44%	<u>Money:</u> “Financial resources” “Wealth” “Good stewards of financial wealth”
Strategy/Planning	29%	<u>Collaboration:</u> “Contacts” “Ability to convene and have people respond” “Connecting research to practitioners” <u>Innovation:</u> “Creative responses to problems” “Communication” “Advocacy” “Grant making”
Staff/Board	16%	<u>Staff:</u> “Staff expertise and passion” “Access to professional staff” “Strong program staff” <u>Board:</u> “Its board members”
Credibility	12%	“Brand” “Reliability” “Recognized Leader” “Reputation”
Effectiveness	11%	“Ability to effect real change” “Quality of everything it does” “Influence” “Great history of leadership” “Current staff leadership”
Demeanor	10%	“Persistent” “Professionalism” “Passion of the people” “Amiability”

FOUNDATION WEAKNESSES

Stakeholders were asked to indicate the Foundation’s two greatest weaknesses. The responses were then categorized into common topics. Some comments have been broken down into subtopics.

Topic	% citing weakness	Sample Comments
Strategy/Planning	47%	<p><u>General Strategy:</u> “Wrong means for their goals” “Too narrow a focus on youth when Kansas is aging” “Over reliance on out-of-state ‘experts’” “Inadequate rural area concentration” “Low tolerance for risk”</p> <p><u>Lack of Collaboration/Community Input:</u> “Resistant to collaborate” “There is a growing tendency to plan in isolation” “Community awareness” “Lack of interaction with the community”</p> <p><u>Not enough risk:</u> “Low tolerance for risk” “Not as creative as they might be—not risk takers”</p> <p><u>Slow Decision-making:</u> “Too much time planning” “Slow action”</p>
Communication	22%	<p><u>Clarity and Communication of Strategies:</u> “Unclear strategic vision” “Vague purpose to the public” “Need to reaffirm long-term vision” “Not a familiar household name/organization” “Sometimes appears inscrutable”</p> <p><u>Broad-based Communication:</u> “Too focused on public awareness campaigns” “Social marketing of vision is often not clear” “Its commercials” “Too much media emphasis”</p> <p><u>Written Resources:</u> “Web site is not very useful” “Fancy printed materials”</p>
Reputation	14%	<p>“Public perception of elitism” “A perception that the Foundation acts in self-serving ways” “Anger from those who do not understand its work”</p>
Leadership	13%	<p>“Loss of executive director” “Perceived uncertainty about future direction, given leadership change”</p>
Goals	12%	<p><u>Focus:</u> “Perhaps trying to do too much at once” “Unfocused mission” “Too many different activities and endeavors that aren’t coordinated”</p> <p><u>External Context:</u> “Public policy initiatives sometimes cannot or will not overcome political resistance”</p>

AREAS FOR IMPROVEMENT

Stakeholders were asked to provide suggestions for ways the Foundation can improve. These suggestions—of which there were 78—were then categorized into main themes. Of these suggestions, 77 percent were strategy/planning-related, while 23 percent were engagement-related suggestions.

The eight major categories of suggestions were: Strategy, communication, understanding of the community, collaboration, leadership, grant making, evaluation and interactions.