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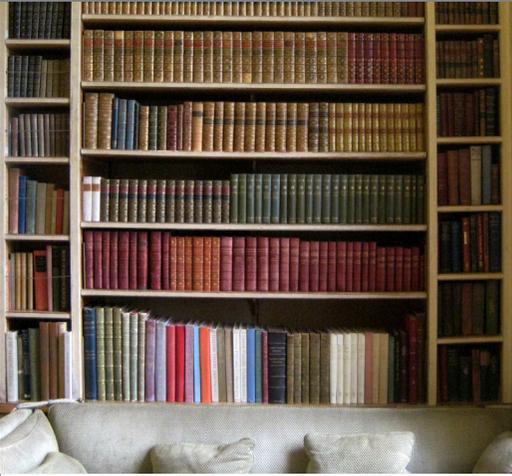


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RESULTS

14 Helping Government Agencies Become More Effective and Efficient: Discovering ‘Catalytic Combinations’ in Public Child-Welfare Reform

Dara Menashi, Ph.D., and Christopher Behan, M.S.W., Consultants to the Child Welfare Strategy Group, Annie E. Casey Foundation; Kathleen Noonan, J.D., University of Wisconsin Law School

The Annie E. Casey Foundation’s Casey Strategic Consulting Group in child and family services systems set out to improve system performance and outcomes. Five types of levers for change — catalytic combinations — were influenced in different combinations to promote change in several state systems. The initiative produced measurable improvements in key performance areas. The authors postulate that by influencing “levers of change” in combination, one can drive broad improvement in how overall systems operate. Influencing catalytic combinations creates sufficient startup results for improvement to continue over time.

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28 Building the Capacity of California’s Safety Net: Lessons from the Strengthening Community Dental Practices Demonstration

Fontane Lo, M.P.P., and Clare Nolan, M.P.P., Harder+Company Community Research; Len Finocchio, Ph.D., California Department of Health Care Services

A demonstration project funded by the California HealthCare Foundation, the California Pipeline Program implemented practice-management consulting to help California’s safety-net dental practices survive and thrive. The evaluation showed that most clinics made measurable improvements in increasing net revenue, reducing expenses, enhancing payer mix, and increasing patient visits. Their experiences point to several factors that create an environment for success.

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40 Defining, Building, and Measuring Capacity: Findings from an Advocacy Evaluation

Debra A. Strong, M.Phil, M.A., and Jung Y. Kim, M.P.H., Mathematica Policy Research

The Robert Wood Johnson Foundation’s *Consumer Voices for Coverage* initiative supported consumer health advocacy coalitions in 12 states. The foundation based the program

on a study that identified six core advocacy capacities, and designed it to strengthen these capacities. The evaluation found that the level of funding, substantial and targeted technical assistance, and the three-year time frame of the program contributed to the observed increases in five capacities. Fundraising remained the lowest-rated capacity for most of the coalitions and may require different strategies.

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54 Strategies for Impacting Change in Communities of Color

Kenneth W. Jackson, Ph.D., Texas Southern University and Decision Information Resources Inc.; Alandra L. Washington, Ph.D., W. K. Kellogg Foundation; and Russell H. Jackson, Ph.D., Decision Information Resources Inc.

The W. K. Kellogg Foundation funded the Cultures of Giving initiative over a five-year period to understand, develop, and support philanthropic giving within and among communities of color. Based on learning from evaluations, as the initiative progressed the theory of change was modified and new program components were added. Results suggest that leadership development is an important strategy. A community of practice around giving in communities of color was created, suggesting the potential for long-term impact.

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68 Evaluating the Kaiser Permanente Community Fund's Social Determinants of Health Portfolio

Sarah B. Paige, Ph.D., Emily Bourcier, M.P.H., M.H.A., Carol Cahill, M.L.S., and Clarissa Hsu, Ph.D., Group Health Research Institute; Chris Kabel, M.P.H., Northwest Health Foundation

Kaiser Permanente Northwest partnered with the Northwest Health Foundation to address social determinants of health. A variety of approaches were supported. The most-often identified accomplishments were improvements in neighborhood living conditions; health promotion, disease and injury prevention; and civic engagement and social cohesion. The broad, inclusive qualities of the SDOH framework allowed the fund to reach multiple sectors and establish new partners and relationships, but the lack of depth may limit opportunities to make a profound and measurable difference within any specific domain.

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REFLECTIVE PRACTICE

81 Changemaking: Building Strategic Competence

Prudence Brown, Ph.D., Independent Consultant

Foundations have begun to recognize that **how** they go about their work is as important as **what** they support. The Skillman Foundation has adopted a changemaking role that draws upon and leverages its knowledge, networks, and civic reputation to supplement its grantmaking investments. Changemaking required the foundation to build new strategic competencies such as working across traditionally siloed grantmaking programs, adding evaluation and learning staff, and increasing communication and alignment between board and staff. Lessons for foundations that want to assume a changemaking role are offered, including paying attention to local context and political realities, understanding and managing the dynamics of credit and control, and communicating clearly and inviting feedback about the foundation's goals.

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