

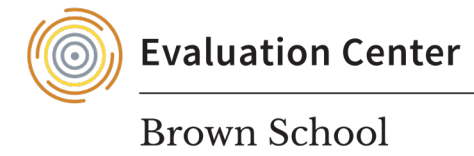
Healthier Kids For Our Future®
Impact Report
2019-2023



July 2023

Developed by the Brown School Evaluation Center at Washington University in St. Louis for The Cigna Group Foundation

Acknowledgements



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Introduction

In 2019, The Cigna Group Foundation dedicated \$25 million to be granted to nonprofits addressing healthy equity among kids in communities The Cigna Group serves.

Four years later, all Healthier Kids For Our Future (HKFOF) grants have been awarded and implementation of programs funded by HKFOF will continue throughout 2023 and 2024. In just the last two years, HKFOF has reached over 173K kids and 107K adults who support them in their schools, communities, and families. Through 146 grantee organizations, HKFOF has:

- Ensured families have access to healthy food
- Provided mental health services
- Equipped parents with knowledge about health issues that could be affecting their kids
- Supported educators and service providers through professional development

In the last four years, as demonstrated by this evaluation, three things are clear:

- Multi-year grants are particularly beneficial to organizations.
- Ongoing partnerships lead to stronger relationships.
- National partnerships create unique opportunities to create significant impact.

In the coming year, HKFOF will continue its partnership with 77 grantees, supporting them as they ensure kids are able to pursue life with vitality—health, strength, and energy.

Signature Initiative partners are creating impact.

- As a national partner, **Mindful Schools** has trained educators in 18 schools in 8 markets, which has led to entire school districts working with this national organization.
- Through its cohort partnership, **Second Harvest Food Bank of Middle Tennessee** has hosted The Cigna Group employees to distribute food for a school-based food distribution program in Nashville, Tennessee.
- With the support of multi-year funding, **Adolescent Counseling Services** has grown their team to provide consistent, no- or low-cost mental health services, in particular to low-income, Latinx, and LGBTQ+ youth.

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Executive Summary

The Healthier Kids For Our Future initiative, funded by The Cigna Group Foundation (the Foundation), is a five-year investment to improve the health and well-being of underserved kids by funding nonprofits that help address nutrition security and improve access to mental health services.

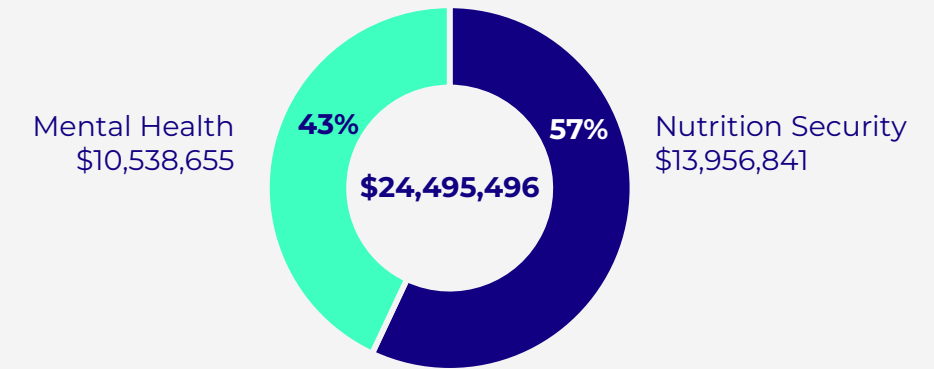
As a signature program, HKFOF has a \$5M annual budget to award grants to nonprofits that help address health inequities through the initiative's two strategy areas, nutrition security and mental health. A portion of the initiative's budget has been awarded to four national partners who offer services in multiple communities across the U.S. and 20 cohort partners who support schools in Cigna-identified cities.

HKFOF launched in 2019. The [Brown School Evaluation Center at Washington University in St. Louis](#) began conducting the initiative-level evaluation in 2020 and providing grantees with evaluation support in 2021. Below are key highlights of what has been achieved to date.

- \$24,495,496** has been awarded to support nutrition security and mental health
- Title 1 schools in 14 cities received services from **20 cohort partners & 2 national partners**
- 280,818 individuals** served by grantee programs in 2021 and 2022
- Multi-year relationships** established with 67 organizations
- Grantees benefited from **dedicated supports**

HKFOF has awarded \$24.5M in grants from 2019 to 2023

Percentage of grant dollars awarded by strategy



Source: Grant Making Records

- \$4.8M** went to cohort partners
- \$2.8M** went to national partners

Initiative Impact

Eighty organizations have submitted reports detailing their accomplishments between 2021 and 2022¹. Through these organizations, the Foundation has reached **280,818 individuals** with at least one of the following types of support:

- Food distribution or school pantries & markets
- Nutrition & cooking classes
- Individual, group, or family therapy
- Parent education
- Provider & teacher professional development

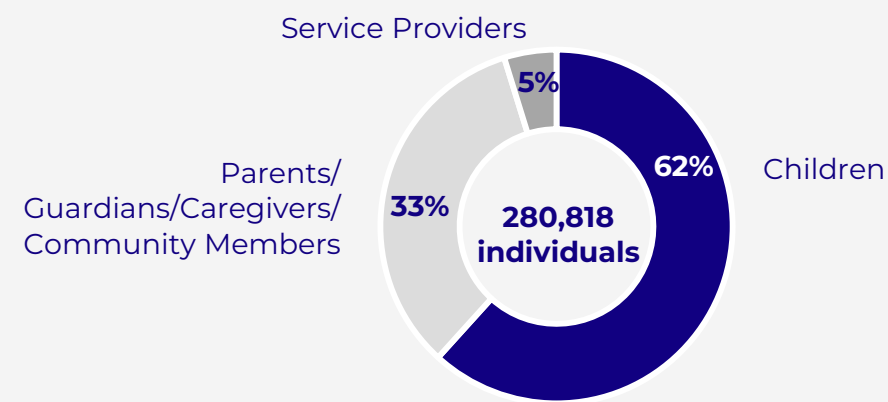
Grant recipients have reported that 80% of assessed program participants achieved anticipated outcomes. Grantee organizations have benefited as well. With the support of the Foundation, grantees have expanded or maintained existing programs, hired and trained staff, and started new programs.

Across grantee programs, it is evident that investing in ongoing relationships with schools, organizations, and communities creates a notable impact on the health and well-being of kids and the adults who care for them.

In 2023, 77 organizations have active grants, including 29 organizations that will begin new grants in August. All HKFOF grants will conclude by August 2024.

HKFOF programs serve kids and the adults who care for them

Reach by participant type



Source: Impact Reports

“

Before FEAST my child was very low in iron and had to take supplements to boost his iron levels. FEAST taught me how to make delicious recipes with leafy greens, which made a big impact for my son. It boosted his iron levels so much. We were able to take him off the iron supplements.

Program Participant, FEAST
(Los Angeles, CA)

“

[The] Cigna [Group] employees have been frequent volunteers at Food Bank of the Rockies. We were thrilled to welcome a large team in December who helped to assemble and pack our holiday totes for Vaughn Elementary School. Additionally, we were proud to welcome your leadership team in January who participated in a volunteer activity at our warehouse. We are grateful for our partnership.

Staff Member, Food Bank of the Rockies
(Denver, CO)

¹Forty-seven organizations submitted reports prior to new, more comprehensive reporting requirements implemented in 2021; 18 organizations have not yet submitted a report; 1 organization canceled their grant and did not submit a report.

Evaluation Team Recommendations

The HKFOF initiative has demonstrated the benefits of multi-year investments, flexibility, and providing support to grantees, in particular through its cohort and national partnerships.

- Program data demonstrate participants' needs are being met.
- Organizations describe the benefit of sustainable funding for staff and participants.
- Program staff express appreciation for the Foundation's understanding of necessary changes throughout implementation.
- Evaluation support has improved the ability of grantees to demonstrate impact.

These funder qualities align with leading models for funders aiming to address inequity. Based on the findings of this evaluation, the following recommendations would strengthen the use of best practices in equitable philanthropy within HKFOF and across the Foundation.

- ▶ **Increase use of multi-year grants and reduce funding restrictions.**
- ▶ **Do the work to ensure funder-applicant alignment.**
- ▶ **Simplify and streamline paperwork.**
- ▶ **Be increasingly transparent and responsive.**
- ▶ **Continue to solicit and act on feedback.**
- ▶ **Continue to offer support beyond the check.**



Initiative Structure

As a signature program of The Cigna Group Foundation, the Healthier Kids For Our Future initiative has several distinct features that set it apart from other Foundation programs:

- A **\$5 million budget per year**, about a third of the Foundation's annual spending budget.
- Alignment to two **United Nation's Sustainable Development Goals**: Zero Hunger and Good Health & Well-Being.
- Engagement with **national nonprofit partners** who receive significant grants (generally \$350K or more per year) to implement programs in multiple communities across the US.
- Partnerships with Title I schools in 14 "cohort cities" where Cigna has a significant number of local employees. Employees are invited to participate in volunteer activities at the schools and The Cigna Group Foundation has awarded grants to local nonprofits ("**cohort partners**") identified by the schools. Many times these cohort schools benefit from two grants, one addressing nutrition security and one providing mental health services.
- A **third-party evaluation team** to measure the overall impact of the initiative. This team also engages grantees with opportunities to strengthen their measurement of program impact and reporting to The Cigna Group Foundation.



Nutrition Security: Organizations working to address food insecurity through community- and school-based food distribution, food prescriptions, and/or nutrition education. This funding strategy also supports organizations specifically providing nutrition support to pregnant individuals.

Mental Health: Organizations addressing loneliness, anxiety, depression, and suicide prevention among kids by providing mental health supports and/or equipping individuals who work with kids through professional development.

WHO RECEIVED FUNDS?

WHAT WAS THEIR IMPACT?

WHAT WAS THEIR EXPERIENCE?

Evaluation Findings

This report was produced by the [Brown School Evaluation Center at Washington University in St. Louis](#) (Evaluation Team). The Foundation has partnered with the Evaluation Team to support grantees in their efforts to measure the impact of the Foundation grant, as well as evaluate the HKFOF initiative over the course of its five years of implementation. The findings and recommendations of this evaluation are based on a variety of data sources, co-interpreted with the Foundation, and developed by a team of evaluators who have high levels of engagement directly with grantees.

The Evaluation Team aims to answer a series of evaluation questions regarding the HKFOF initiative's work since 2019 to distribute **\$24.5M** through **229** grants to **146** organizations.

Who has received HKFOF funds?

What impact have grantee organizations made?

- What is the reach of HKFOF-funded programs?
- To what extent did grantees report changes in participant outcomes?
- What organizational benefits have grantees reported?

What is the experience of HKFOF grantees?

- What evaluation support has been provided to grantees, and how have they experienced this support?
- How have grantees experienced working with The Cigna Group Foundation?

Data Sources

- **Grant-Making Records:** Data about grants awarded and organizations receiving grants.
- **Impact Reports:** Data about program progress, reach, and impact submitted by grantee organizations through the online Benevity reporting system after January 2021.
- **Grantee Survey:** Anonymous online survey administered in February 2023 to all individuals whose organizations received funds any time between January 2019 and January 2023; additional details on who participated in the survey can be found in [Appendix D](#).
- **Evaluation Support Data:** Evaluation Team records of services provided and grantee participation, as well as grantees' survey results about evaluation capacity and experiences with evaluation webinars.



WHO RECEIVED FUNDS?

WHAT WAS THEIR IMPACT?

WHAT WAS THEIR EXPERIENCE?

Who has received HKFOF funds?

The Foundation has awarded 229 grants totaling \$24.5M to 146 organizations across all 20 Cigna Group markets from 2019 to 2023.

Approximately \$14M has been awarded to organizations working to address nutrition security, and \$10M has been awarded to organizations addressing loneliness, anxiety, depression, and suicide prevention among kids. In 2023, 77 organizations have active grants. All grants will conclude by August 2024.

Grantees receive an average of \$88.5K per year.

The average HKFOF grant award is \$88,518 per year of program implementation. In 2021, the Foundation raised the minimum award to \$50,000. This change, along with offering multi-year grants to some organizations, increased the likelihood of greater impact with more sizable funding and increased the Foundation's efficiency in managing this initiative.

\$7.6M has gone to cohort and national partners.

Approximately 20% of grant funds (\$4,793,311) were awarded to organizations referred to as "cohort partners" – organizations providing services in Title I schools that the Foundation identified in 14 cities to establish or strengthen relationships between local schools and The Cigna Group employees. cohort partners typically received repeat one-year grants to sustain these partnerships, averaging \$77,388 per year.

Additionally, the Foundation funded four national partners who were awarded a total of \$2,810,060 to provide services in multiple communities across the country, averaging \$401,437 per year. Two of these partners provided mental health services in Cigna partner schools.

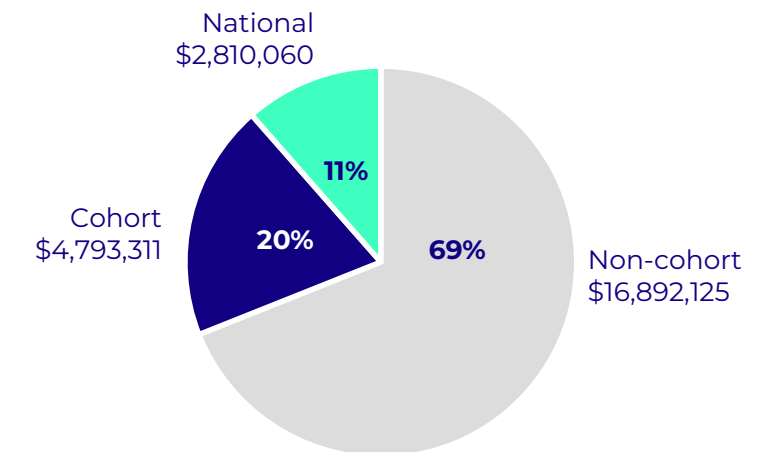
Less than a third of funds have supported multi-year grants.

The Foundation awarded \$7,078,222 as multi-year grants. The 31 organizations awarded multi-year grants knew at the time of their award that they had funding secured to support more than one year of program implementation, **allowing them to focus more resources on program impact and less resources on securing additional years of funding.**

While repeat one-year grants provide more financial security to grantees than single one-year grants, they are still a significant burden on resources both in the nonprofit organizations and for The Cigna Group Foundation. Multi-year grants are mutually beneficial as they also create greater efficiencies for the Foundation and more opportunities for Cigna Group employees to develop relationships with grantee organizations.

HKFOF has awarded \$7.6M to cohort and national partners

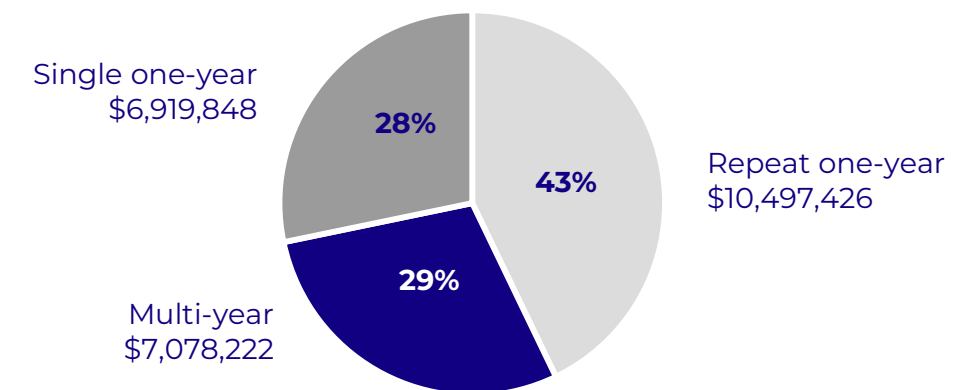
Percentage of grant dollars awarded by partner type



N=\$24,495,496
Source: Grant Making Records

HKFOF has awarded \$7M to multi-year grants

Percentage of grant dollars awarded by grant type



N=\$24,495,496
Source: Grant Making Records

WHO RECEIVED FUNDS?

WHAT WAS THEIR IMPACT?

WHAT WAS THEIR EXPERIENCE?

What impact have grantee organizations made?

With the support of funds from the Foundation, grantees have:

- Addressed health inequities in nutrition security and mental health
- Reached over 280,000 individuals of diverse genders and races
- Measured high outcome achievement rates for individuals participating in their programs
- Maintained or expanded existing programs

Eighty organizations submitted, at minimum, biannual impact reports including specific quantitative data points describing their program activity between January 2021 and December 2022.¹ **The following section describes the reach and outcomes of grantee programs and impact of the funds on grantee organizations.**



¹Forty-seven organizations submitted reports prior to new, more comprehensive reporting requirements implemented in 2021; 18 organizations have not yet submitted a report; 1 organization canceled their grant and did not submit a report.

WHO RECEIVED FUNDS?

WHAT WAS THEIR IMPACT?

WHAT WAS THEIR EXPERIENCE?

What is the reach of HKFOF-funded programs?

Grantees are addressing nutrition security and mental health inequities.

Programs directly supported kids and their families in addition to supporting professional development for individuals working in school and community service settings.

Throughout the HKFOF initiative, **grantees have experienced an increased need for their services.** To try to meet the need, grantees have:

- Expanded programs to underserved areas
- Increased awareness of available services
- Customized services to reach new populations
- Adapted programs to accommodate health guidelines
- Sustained critical programs in their communities

Most common types of grant activities

Nutrition Security

- Food distribution or school food pantries & markets
- Nutrition & cooking classes
- Gardening
- Screening & referrals

Mental Health

- Individual, group, or family therapy
- Parent education
- Provider & educator professional development
- Student support & education
- Screening & referrals

“

The need for mental health services to youth and their caregivers has never been greater. The Outlet Program, serving LGBTQIA+ youth, has served 166% more individuals as compared to this time last year.

Staff Member, Adolescent Counseling Services (Redwood City, CA)

“

The climate around food access and food insecurity has reached levels of desperation amongst our clients. We hit a record-setting number of families at our food pantry last month, distributing 50,000 meals in one day alone.

Staff Member, So What Else, Inc. (Rockville, MD)

WHO RECEIVED FUNDS?

WHAT WAS THEIR IMPACT?

WHAT WAS THEIR EXPERIENCE?

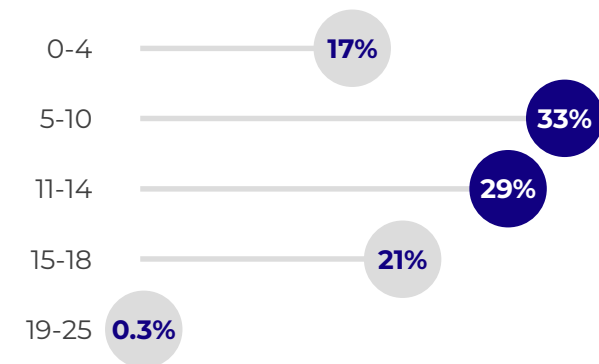
HKFOF-funded programs served over 280,000 individuals, mostly kids.

In 2021 and 2022, grantees have reached 280,818 kids and the adults who care for them. The majority of participants were under the age of 18 (67%), primarily ages 5 to 14.

More than twice as many individuals were reached by nutrition security grantees compared with mental health grantees. This is to be expected, as the services provided by mental health grantees often require more time spent in programming and therefore consume more staff time to serve fewer individuals.

Kids ages 5 to 14 were the primary participants in grantee programs

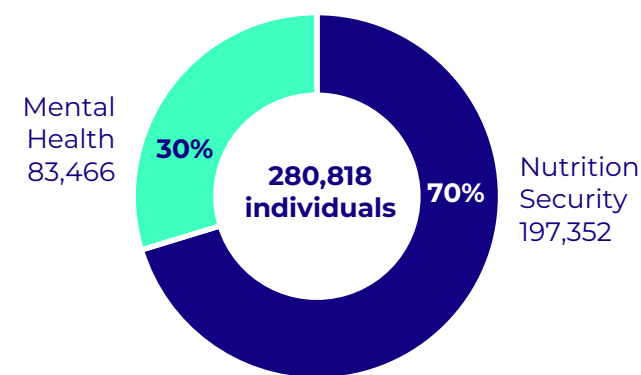
Age of children reached



N=146,298 children
Source: Impact Reports
Notes: Age reported for 84% of children reached

Nutrition security grantees reached 2x as many individuals as mental health grantees

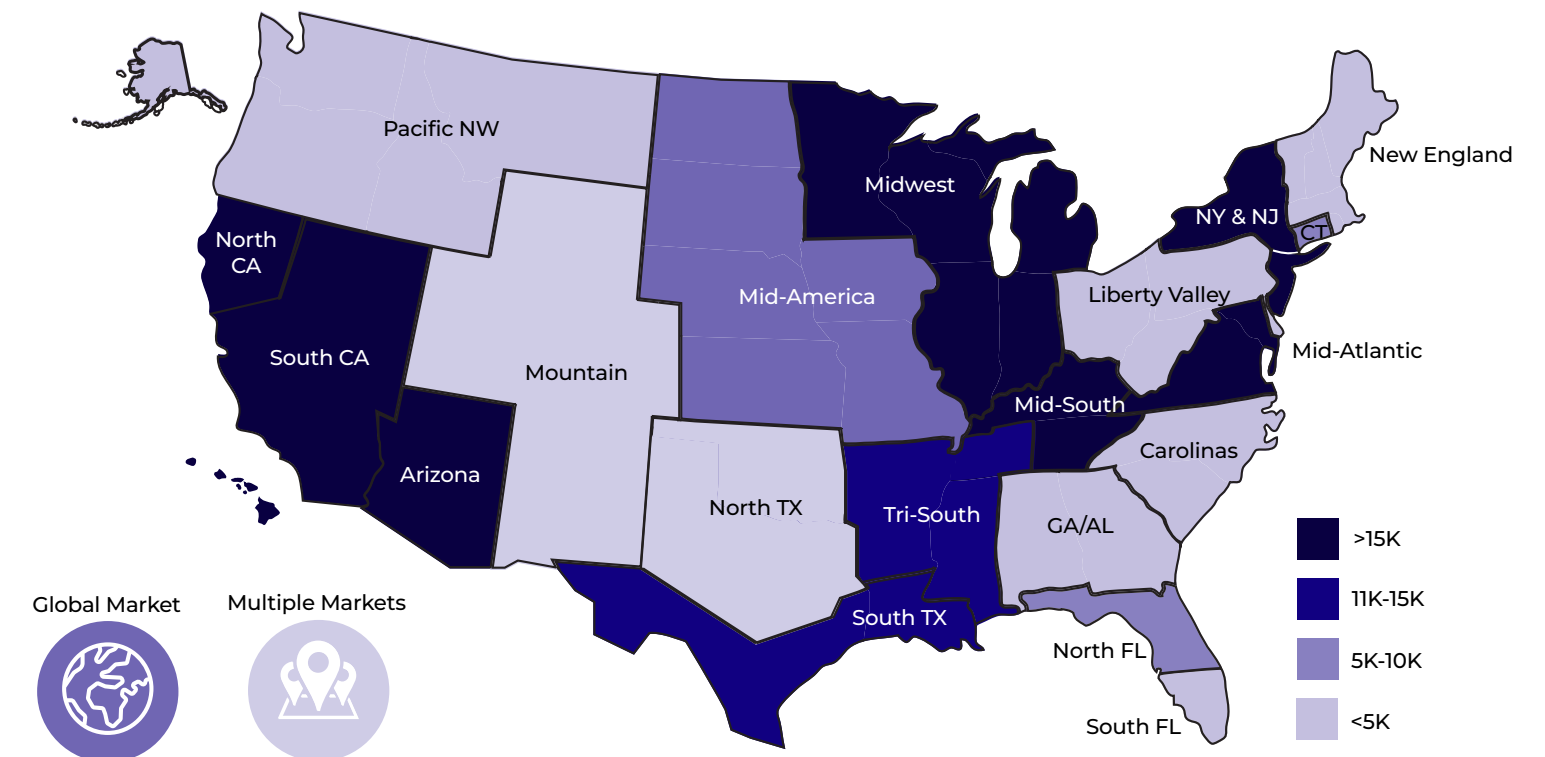
Percentage of total individuals reached by strategy



Source: Impact Reports

HKFOF grant programs have reached individuals across the U.S. and globally

Total number of individuals reached by grant programs, by market



N=280,818 individuals
Source: Impact Reports

WHO RECEIVED FUNDS?

WHAT WAS THEIR IMPACT?

WHAT WAS THEIR EXPERIENCE?

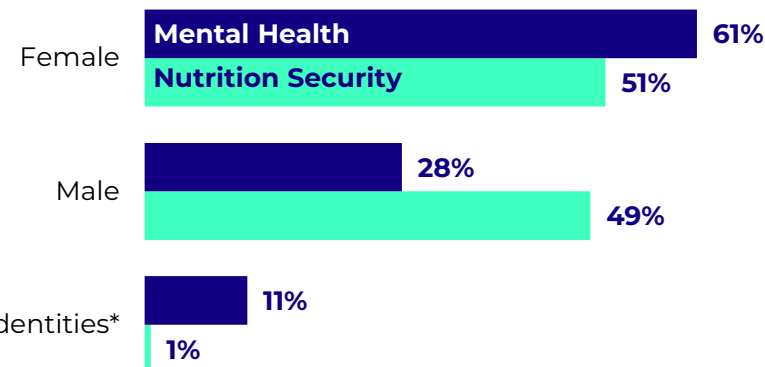
HKFOF-funded programs reached diverse genders and races but may have opportunity to better reach some groups needing support.

Grantees have demonstrated that they are reaching individuals with diverse age, race, and gender identities.¹

Among the kids served, mental health grantees reached more diverse gender identities than nutrition security grantees. However, the difference in male and female participants for mental health grantees is also notable, as this may indicate that male participants have been less likely to seek out mental health support than female participants.

Mental health grantees reached more diverse gender identities but have opportunity to reach more males

Gender of children reached, by strategy



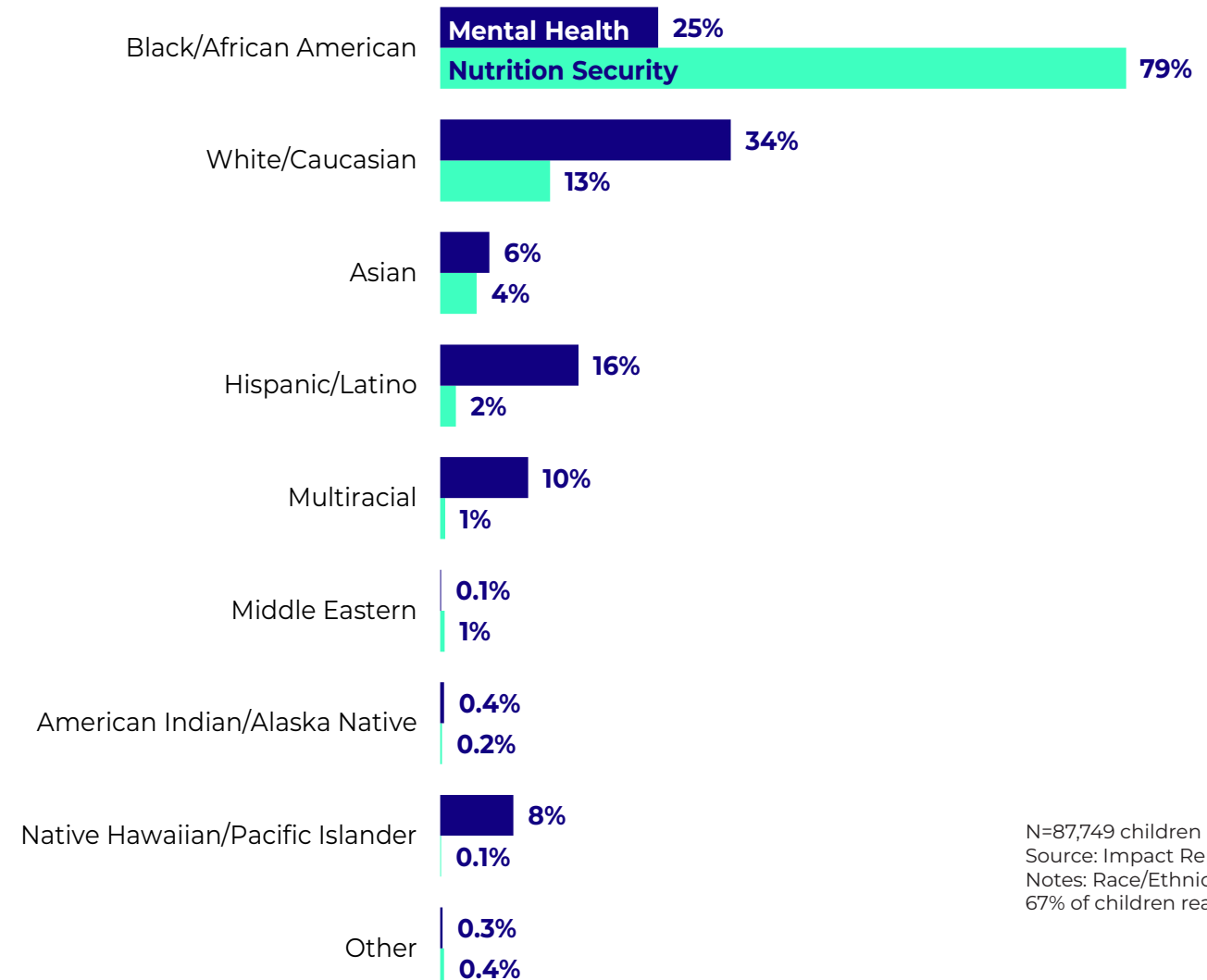
N=125,892 individuals
 Source: Impact Reports
 Notes: *All other gender identities include: non-binary (3% MH; 1% NS); transgender female (2% MH; 0% NS); transgender male (2% MH; 0% NS); other (4% MH; 0.02% NS)
 **Gender identity reported for 72% of children reached

¹ Demographic information was collected with varying consistency due to program model or participant response rates. Therefore age, race, and gender information is only known for portions of program participants.

Similarly, mental health grantees reached a racially diverse group of kids, and nutrition security grantees primarily served Black or African American kids. While this could be due to mental health needs spanning more diverse populations than food insecurity, it may also indicate that nutrition security grantees have opportunity to reach more racial groups that are currently underserved. Mental health grantees may also have opportunity to serve more individuals in historically marginalized racial groups.

Mental health grantees report serving a more racially diverse group of kids than nutrition security grantees

Race of children reached, by strategy



N=87,749 children
 Source: Impact Reports
 Notes: Race/Ethnicity reported for 67% of children reached

WHO RECEIVED FUNDS?

WHAT WAS THEIR IMPACT?

WHAT WAS THEIR EXPERIENCE?

To what extent did grantees report changes in participant outcomes?

Grantees begin each grant cycle working with the Evaluation Team to define what individual participant outcomes they expect to see for programs funded through HKFOF. Twice a year, grantees are asked to report how many individuals, out of those they have been able to collect data from, have achieved these outcomes. Grantees measured diverse types of outcomes for their program participants.

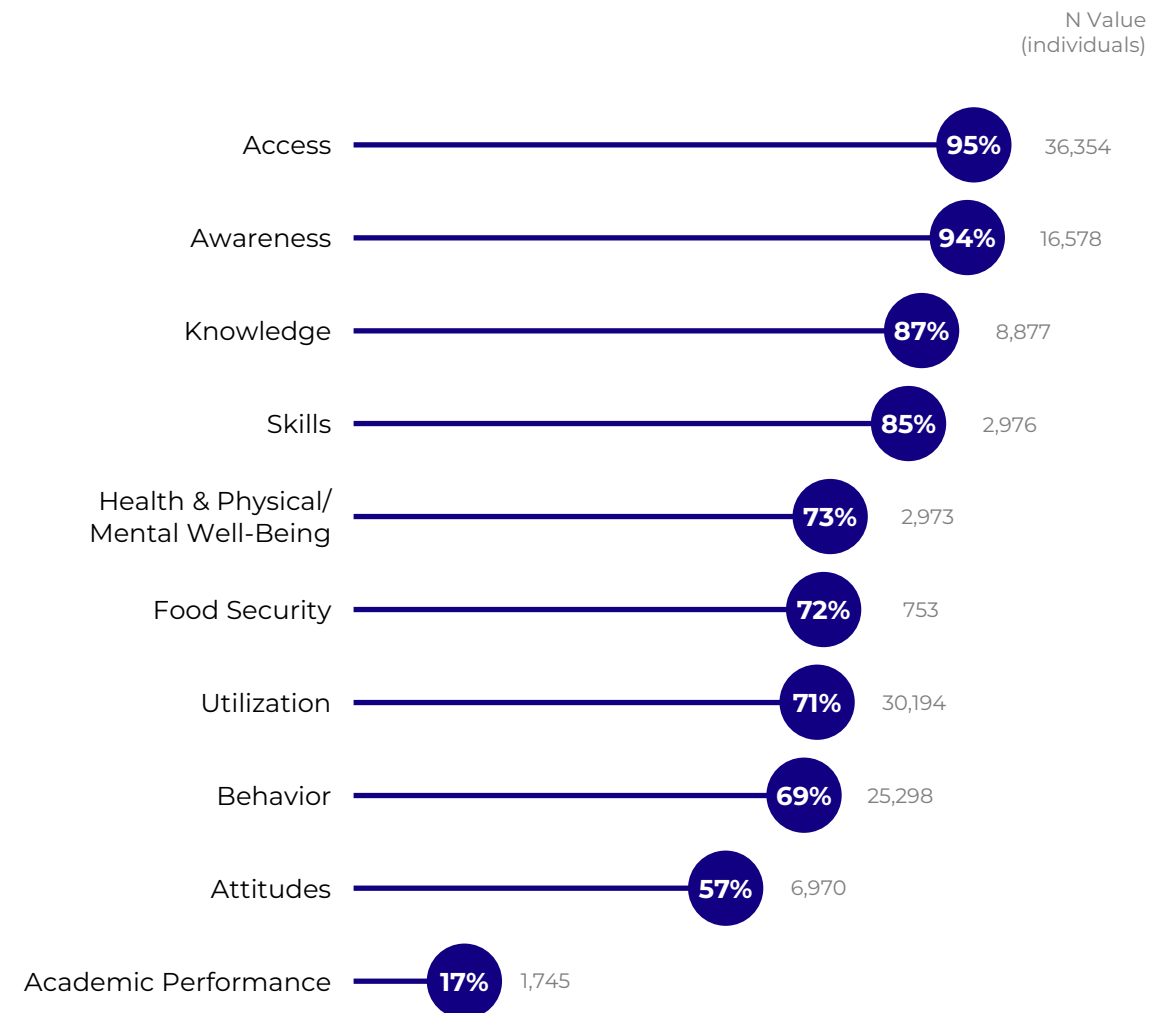
Grantees reported participants achieving outcomes 80% of the time.

Grantees reported particularly high achievement rates in the outcome categories of increased access, increased awareness, gained knowledge, and improved skills. Academic performance was reported to have a particularly low achievement rate. While the aspiration of many programs is to improve academic performance through nutrition or mental health supports, these changes likely cannot be achieved during the course of an HKFOF grant, and measurement would require access to protected individual academic data.

Three-quarters of nutrition security grantees, all of whom served kids and families through food distribution, reported decreased food insecurity among participants. Some of these recipients were likely experiencing a short-term need for nutrition support (i.e., temporary loss of income due to the pandemic), while others were likely experiencing long-term barriers to food access. As such, unless the root causes of food insecurity are addressed, maintaining reported levels of nutrition security likely depends on food distribution programs being sustained.

Outcomes measured had high overall achievement rates

Percentage of individuals measured who achieved each type of outcome



Source: Impact Reports



We just came off three years of being on food stamps after a sudden divorce. Before that, we were secure. I know firsthand that it was hard to eat healthy during that time, having come from a family that had enough means to eat healthy prior. Now we're back on our feet and we're paying cash, but either way it's good to have it as an option for everybody.

Program Participant, Connecticut Children's Medical Center Foundation (Hartford, CT)



[I have] a better understanding of the expansive array of gender identities and sexual orientations people identify with, as well as how these can shift and evolve over time... I will utilize this and the other great resources in my work with youth and their families.

Program Participant, Adolescent Counseling Services (Redwood City, CA)

WHO RECEIVED FUNDS?

WHAT WAS THEIR IMPACT?

WHAT WAS THEIR EXPERIENCE?

What organizational benefits have grantees reported?

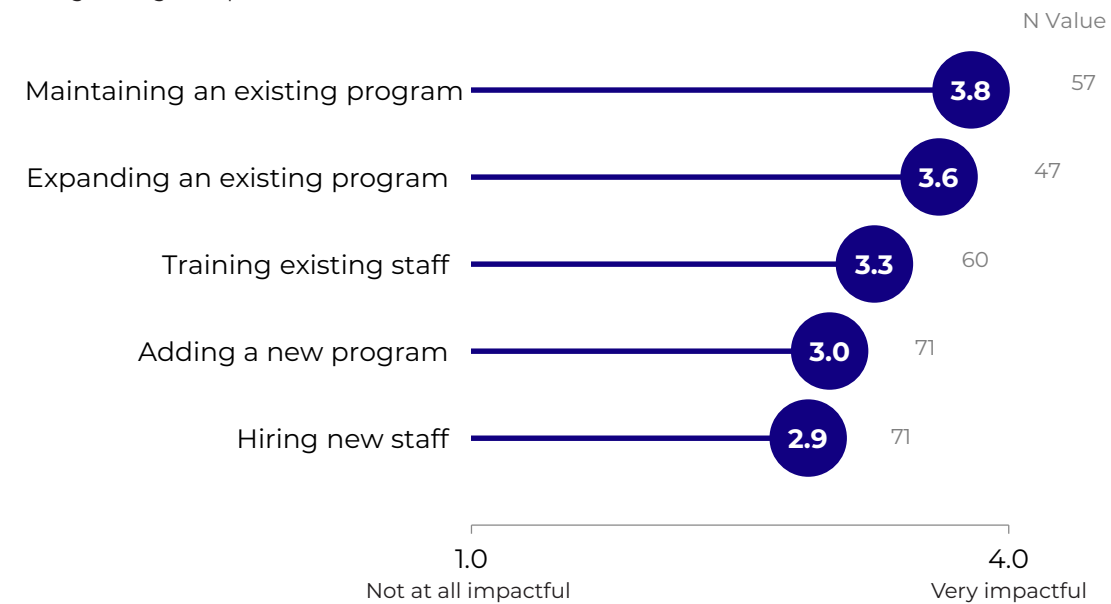
With the support of the Foundation, grantees have:

- Hired and trained staff
- Expanded or maintained existing programs
- Started new programs

Through an anonymous grantee survey, the majority of survey participants reported that HKFOF funds were impactful for their organization in all identified areas listed above. In particular, the grant funds enabled their organizations to maintain existing programs, indicating the significance of not only funding new supports in communities but sustaining those that already exist.

Funds had the greatest impact on organizational capacity by supporting the maintenance or expansion of existing programs

Average rating of impact



Source: Grantee Survey



The funding that we've received from Cigna has allowed us to hire mental health professionals to place in schools. We've been able to deliver teaching staff mental health awareness, workforce wellness, and conflict resolution trainings. We've also been able to expand our program from 5 to 10 schools.

Anonymous Grantee
Survey Participant



The biggest success includes increasing the number of school partners. At the time of this report, we have 42 School Pantry sites and [are] adding 3-4 per month, up from the 28 sites we had [at] the start of the grant period. Our relatively quick turnaround time to onboard new sites has also helped us grow at a steady rate.

Staff Member, Feeding San Diego
(San Diego, CA)



Funding has had a tremendous impact on capacity-building efforts in our organization to help us establish a stronger foundation to scale our operations as we grow and both deepen and broaden our impact in the communities we serve.

Anonymous Grantee
Survey Participant

WHO RECEIVED FUNDS?

WHAT WAS THEIR IMPACT?

WHAT WAS THEIR EXPERIENCE?

Grantees described how their programs have made impact at the organization- and community-level.

Impact reports submitted by grantees only provide a standard method of reporting quantifiable changes if they are measured at the individual level (i.e., participants experience increased access to food). Therefore, it is not possible to quantify the impact of HKFOF funds on organizations and communities.

However, grantees described the significant difference HKFOF funds have made for schools and organizations that serve kids. Grantees have reported:

- Staff capacity growth
- Promising organizational culture change
- Increases in the number of program participants
- High satisfaction among program participants

“ We have seen an increase in the number of families who use Ashland Elementary’s Shop & Grow Market. School staff and families who regularly shop at the market have focused on spreading the word about the availability of the market to additional families and their efforts have been successful, as we have seen many new families access the market.

Staff Member, The Little Bit Foundation
(St. Louis, MO)

“ Teachers reported that the peace corners have been very successful in not only de-escalating student behavior but also changing the culture in the classroom by offering students a space to relax.

Staff Member, Oasis Center, Inc.
(Nashville, TN)



WHO RECEIVED FUNDS?

WHAT WAS THEIR IMPACT?

WHAT WAS THEIR EXPERIENCE?

What are the experiences of HKFOF grantees?

- As a signature program, grantees receive unique support from the Foundation and the Evaluation Team.
- Most grantee organizations have participated in optional evaluation supports.
- Grantees report high satisfaction with the Foundation and the Evaluation Team.
- The Foundation and the Evaluation Team have opportunities to better customize supports and ensure requirements are grantee-centered.

Through grantee surveys, engagement records, and direct interaction with grantees, it is clear that the high-touch engagement is appreciated and impactful. The Foundation and the Evaluation Team have adapted their ways of engaging in response to grantee feedback.

It is common when evaluating programs that the individuals receiving a service are evaluated but the organizations providing services are not. The same is true for grant making. Organizations receiving funds are evaluated but funders are not. In order to measure the quality and impact of the Foundation and the Evaluation Team without influencing an organization's future relationship with the Foundation, grantees were asked to provide anonymous feedback for the first time in February 2023 to enrich other forms of feedback.

The following sections detail what supports have been provided and feedback from HKFOF grantees that may be relevant to all programs.

“

The Evaluation Team helped clarify specific outcome and output measures in order to more clearly track program progress.

Anonymous Grantee
Survey Participant

“

Cigna Foundation's communication and support has been excellent. It's clear that Cigna Foundation staff genuinely have a vested interest in the success of our projects and the youth we serve, while also acknowledging the human factor and having grace, kindness and consideration for the general challenges/imperfections of life.

Anonymous Grantee
Survey Participant

WHO RECEIVED FUNDS?

WHAT WAS THEIR IMPACT?

WHAT WAS THEIR EXPERIENCE?

What evaluation support has been provided to grantees, and how have they experienced this support?

Dedicated evaluation support has been provided to grantees.

Since January 2021, the Evaluation Team has worked with grantees on required onboarding activities and provided optional technical assistance, training, and resources that are responsive to the needs of each grantee. Over time, the Evaluation Team has adapted its individualized and group supports for grantees based on their feedback with more opportunities to do so in the final year of the initiative.

Required Onboarding

All grantees were required to:

- Complete a survey to **assess experience with evaluating** their programs.
- Document an **evaluation plan** using a provided template.
- Participate in a **kick-off meeting** to review their evaluation plan.
- Review & incorporate **evaluation plan recommendations** to communicate impact of HKFOF funds and meet reporting requirements.

Optional Technical Assistance

Grantees received additional evaluation support by choosing to:

- Participate in **office hours** held prior to each report due date (28% of grantees have participated in at least one of 33 office hours hosted).
- Review **impact report feedback** and edit submitted reports to improve data accuracy.
- Request **individualized evaluation support** through 1-on-1 emails or virtual meetings (46% of grantees have submitted these requests).

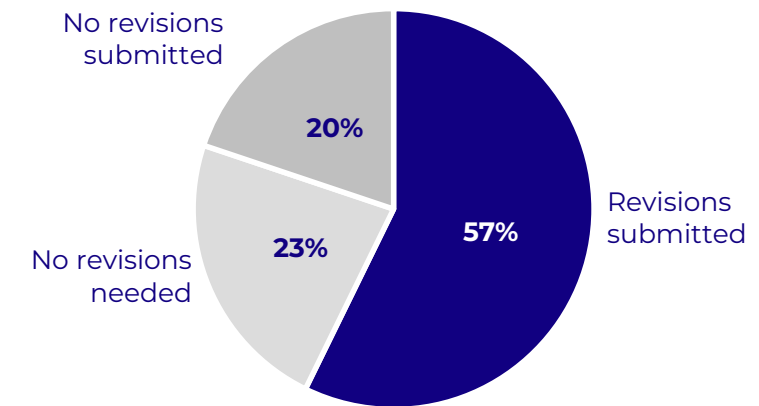
Optional Training & Resources

Grantees built evaluation skills by choosing to:

- Participate in **bi-monthly webinars** on various evaluation topics (167 individuals have participated in at least one webinar, with 34% participating in more than one).
- Utilize **downloadable evaluation and reporting resources** shared via e-mail and an online resource library.

More than half of impact reports were revised after recommendations were provided

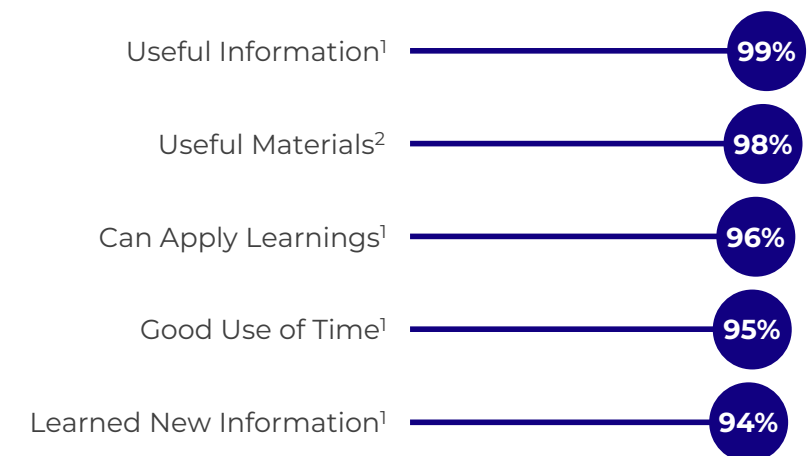
Report revisions status



N=131 reports
Source: Evaluation Support Data

Participants have consistently reported positive feedback about webinars

Percentage of webinar survey participants who agreed or strongly agreed with each statement



¹N=107 ²N=106
Source: Evaluation Support Data

WHO RECEIVED FUNDS?

WHAT WAS THEIR IMPACT?

WHAT WAS THEIR EXPERIENCE?

91% of grantees have participated in optional opportunities.

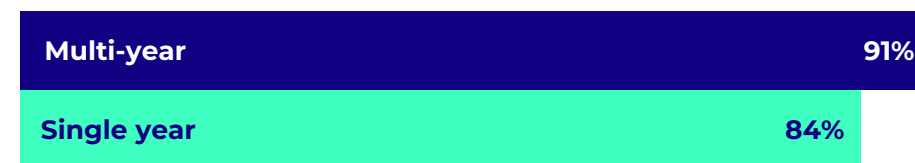
Nearly all grantees have engaged with at least one type of optional support, most commonly the webinars. However, twenty-five percent of grantee organizations have not engaged in any optional evaluation supports or only engaged once. Some grantee organizations have significant evaluation expertise and may not need additional support. Others may not know what supports are available, or they may not have the capacity to participate in any supplemental activities. As such, grantees have suggested tailoring evaluation support based on grantee experience and resources, reducing or streamlining resources provided, and compensating grantees for their time spent on evaluation activities. (i.e., allowing for a budget line item to cover evaluation expenses within the organization).

Grantees report evaluation support has improved their organization's capacity.

After participating in various evaluation supports, nearly all grantee **survey participants reported that the Evaluation Team's support led to improved evaluation and reporting for their HKFOF-funded program (88%) and overall in their organization (93%)**. This was particularly true for multi-year grantees who engaged with the Evaluation Team for a longer period of time and were investing similar time in evaluation activities for a longer grant period. Because of their work with the Evaluation Team, grantees have improved the outputs and outcomes they collect in order to better report the impact of their programs.

Evaluation support led to improved program evaluation and reporting, particularly for multi-year grantees

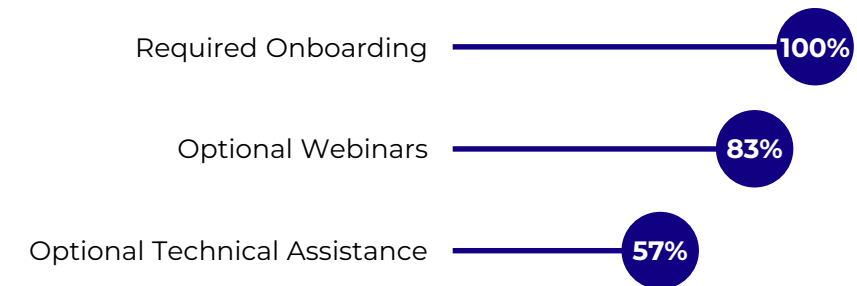
Percentage of respondents who agreed or strongly agreed that evaluation support led to improved evaluation and reporting



Multi-year N=22; Single year N=33
Source: Grantee Survey

Most grantees engaged in optional supports offered

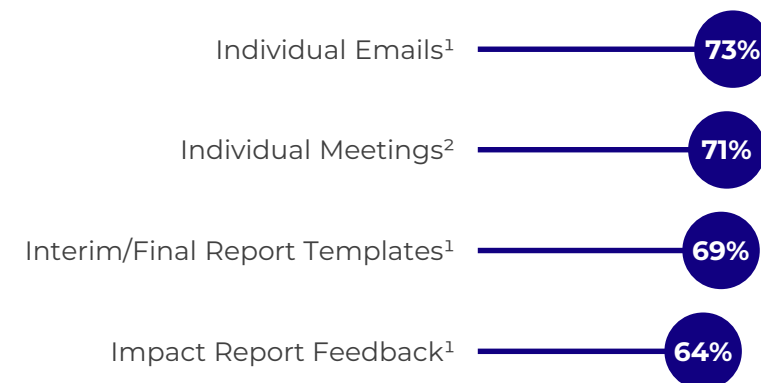
Percentage of grantees who engaged in each type of support



N= 96 grant organizations
Source: Evaluation Support Data

Grantees report individualized support and downloadable report templates as the most useful evaluation supports

Percentage of respondents who reported resources as very useful



¹N=59 ²N=52
Source: Grantee Survey

WHO RECEIVED FUNDS?

WHAT WAS THEIR IMPACT?

WHAT WAS THEIR EXPERIENCE?

Grant Reporting

Throughout 2022, the Foundation significantly simplified how grantees report demographic data, and they reduced the number of impact reports required from four per year to two. Grantees have expressed appreciation for the Foundation's responsiveness to feedback in these areas. Nonetheless, **grantees continue to express challenges with collecting the specific metrics requested and completing their impact reports.** Their feedback has included:

- Participant demographics are cumbersome to report and do not align with how they already collect data.
- Demographic categories are incompatible with how some program participants identify.
- Time required on evaluating every service component outweighs importance of building trust in communities.
- Functionality of the reporting system absorbs already limited resources for evaluation.

Grantees have provided some specific recommendations for reducing the burden of reporting:

- Improve usability of the Benevity system.
- Increase clarity of metrics.
- Use metrics that are easier to report.
- Reduce reporting requirements.
- Increase flexibility in specific participant data.
- Put greater emphasis on program outputs (number served, activities provided) and participant stories.

“

The evaluation resources and team were extremely helpful in setting clear expectations and facilitating the reporting process.

Anonymous Grantee
Survey Participant

“

Less intensive requirements for paperwork and reporting. More understanding with the varied challenges that nonprofits face and how that impacts staff ability to be fully engaged and present.

Anonymous Grantee
Survey Participant

WHO RECEIVED FUNDS?

WHAT WAS THEIR IMPACT?

WHAT WAS THEIR EXPERIENCE?

How have grantees experienced working with The Cigna Group Foundation?

Grantees have had overall positive experiences working with the Foundation.

- Nearly 100% of those surveyed felt the Foundation’s priorities and expectations were clear.
- Individualized communication was helpful and appreciated.
- Cohort partners engaged more often with Foundation staff than non-cohort partners.

When surveyed in February 2023, respondents overwhelmingly reported high satisfaction with the HKFOF initiative, both during the grant making and grant implementation phases.

The structure, process, reporting, and management of HKFOF changed significantly between 2019 and 2021¹. Survey respondents receiving grants before these changes were less satisfied as a whole, indicating the changes led to improved grantee experiences.

Grantee survey participants have had positive experiences

Percent agreement among survey participants with grants received in October 2020 or later

98% Application expectations for the initiative were clearly communicated

97% Expectations for grant recipients were clearly communicated

97% The Foundation was responsive when grantees initiated contact

97% Respondents were comfortable approaching the Foundation when needed

96% HKFOF priorities and goals were clearly communicated

90% Individualized communication was helpful

“

The combination of flexibility and supportive communication feels both that Cigna is interested and involved in our program’s progress while also allowing us the freedom to adjust our work as needed.

Anonymous Grantee
Survey Participant

“

We appreciate the support and passionate engagement in food security efforts. It would be helpful to gain insight on renewal opportunities for funding from The Cigna [Group] Foundation.

Anonymous Grantee
Survey Participant

¹New application rolled out in October 2020, and new impact reports implemented in 2021.

WHO RECEIVED FUNDS?

WHAT WAS THEIR IMPACT?

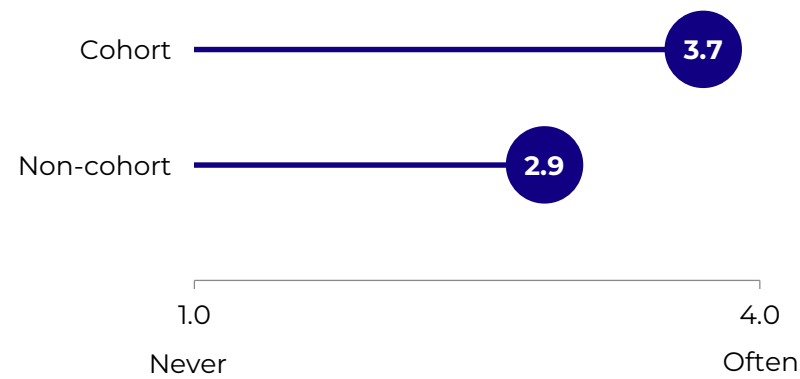
WHAT WAS THEIR EXPERIENCE?

Some groups of survey respondents reported differing levels of satisfaction or agreement with specific areas of engagement with the Foundation. Together, these distinctions indicate that **longer and more direct engagement between grantees and Foundation staff led to better experiences for grantees.**

- Survey respondents in leadership roles at their organizations reported less clarity on HKFOF priorities and goals than those in other roles. These leaders are less likely to interact with the Foundation.
- Non-cohort partners were less likely to initiate communication with the Foundation than cohort partners.
- Respondents who received the most funding over time reported higher rates of overall satisfaction. These respondents are more likely to have longer-term relationships with the Foundation through multi-year or repeat grants.

Cohort partners initiated communication with the Foundation more frequently than non-cohort partners

Average frequency of communication with Cigna



Cohort: N=20; Non-cohort: N=35
Source: Grantee Survey

Survey respondents with higher total award amounts reported higher overall satisfaction

Average satisfaction rating by total grant amount awarded



Source: Grantee Survey

WHO RECEIVED FUNDS?

WHAT WAS THEIR IMPACT?

WHAT WAS THEIR EXPERIENCE?

Although survey responses were overwhelmingly positive, additional comments from grantees identify some areas where minimal changes could improve grantees' experience:

- Improve clarity, timeliness, and comprehensiveness of communications during the invitation, application, and award process.
- Reduce or simplify application requirements to recognize the limited resources of nonprofits.
- Increase time provided to complete grant applications, and decrease turnaround time to hear award decisions.
- Increase engagement of Cigna Group employees at grantee organizations through site visits and volunteer opportunities.
- Reduce the burden of reporting through streamlined requirements and platform improvements.

“

The application and onboarding process is extremely time consuming and intensive. It does not feel like the staffing challenges and competing priorities that many nonprofits struggle with are understood.

Anonymous Grantee
Survey Participant

“

I think there is an opportunity for Cigna to have a greater impact with volunteers. Compared to the other supports grantees receive, we have very little information on how to bring in Cigna volunteers if we do not already have those relationships.

Staff Member, Jewish Board of Family and Children's Services (New York, NY)

“

The time frame from when the [funding] opportunity opened to when it closed was very brief (a little shy of three weeks). This short time period made it challenging to collaborate with our school partner and thoughtfully develop plans for the application. A longer time frame to complete the application would be appreciated.

Anonymous Grantee
Survey Participant

WHO RECEIVED FUNDS?

WHAT WAS THEIR IMPACT?

WHAT WAS THEIR EXPERIENCE?

Characteristics of the Ideal Funder

In addition to providing specific feedback on their engagement with the Foundation, survey respondents were asked to describe their ideal relationship with a funder. **Many noted that the Foundation is already a leader in this area.** Across all responses, the following themes were identified.

Relationship-Focused

- Be familiar with and passionate about the issues grantees address.
- Understand the difficulties experienced in the nonprofit sector.
- Offer regular check-ins to establish relationship, increase communication, and verbally share impact.
- Facilitate networking opportunities.

Grantee-Centered

- Provide reliable multi-year funding to maintain dependable workforce and quality improvement.
- Allow unrestricted funding to cover operating, administrative, and employee benefit expenses.
- Utilize community-based or trust-based philanthropy practices.

“

We appreciate funders who are not motivated solely by outcomes, data, and metrics. Who also understand that this work is complex, deeply entrenched, and slow. Most importantly, we love when funders engage in practices of trust-based philanthropy such as: (1) giving multi-year, unrestricted funding, (2) doing the homework to understand our issue area, (3) simplifying and streamlining paperwork/reporting, (4) being transparent and responsive, (5) soliciting and acting on feedback, and (6) offering support beyond funding.

Anonymous Grantee
Survey Participant

Evaluation Team Recommendations

The HKFOF initiative has demonstrated the benefits of multi-year investments, flexibility, and providing support to grantees, in particular through its cohort and national partnerships.

- Program data demonstrate participants' needs are being met.
- Organizations describe the benefit of sustainable funding for staff and participants.
- Program staff expresses appreciation for the Foundation's understanding of necessary changes throughout implementation.
- Evaluation support has improved the ability of grantees to demonstrate impact.

These funder qualities align with leading models¹ for funders aiming to address inequity. Based on the findings of this evaluation, there are opportunities within HKFOF and across the Foundation to strengthen the use of best practices in equitable philanthropy.

Increase use of multi-year grants and reduce funding restrictions.

HKFOF has provided multiple years of funding to grantees through multi-year grants and repeat one-year grants. Grantees have expressed the benefits of multi-year grants in particular. By **continuing to make multi-year funding commitments**, the Foundation can create more stability for nonprofit staff and program participants.

While the Foundation has demonstrated flexibility when grantees have requested budget changes, their practices could be strengthened by **encouraging grantees to consider evaluation costs in their budgets** and **allowing grantees to use funds for employee benefits**, which is currently restricted.

Do the work to ensure funder-applicant alignment.

In 2022, HKFOF added a brief interest inquiry form to the Foundation website. This has allowed organizations that have not previously received funding to be vetted by the Foundation before being asked to submit a more time-intensive application. **Continuing to screen interested applicants will maintain a lower burden on nonprofits** that may or may not receive funding from the Foundation.

Some grantees have expressed a lack of clarity about the goals and objectives of HKFOF. By **clarifying the Foundation's focus populations and programmatic priorities** in materials available to applicants, nonprofits will be more likely to submit applications that address these priorities with less effort. This will be of particular importance as the Foundation's funding strategy evolves.

Simplify and streamline paperwork.

The Foundation could further **reduce the application burden on nonprofits by narrowing application requirements** to information that cannot be readily found through research by Foundation staff and is absolutely necessary for funding decisions.

Similarly, any information in grant reports that is not utilized by the Foundation or is not clear when requested absorbs nonprofit resources that could be better spent elsewhere. **Eliminating unnecessary questions, and ensuring all necessary questions are clear** would be beneficial to grantees in submitting reports and the Foundation in reviewing reports.

¹Trust-Based Philanthropy is a core set of values rooted in advancing equity, shifting power, and building mutually accountable relationships between grant makers and fund recipients. These recommendations are based on the six practices of trust-based philanthropy that can be found at trustbasedphilanthropy.org.

Be increasingly transparent and responsive.

When funders demonstrate awareness of their power and of nonprofits' needs, grantees are more transparent in return. HKFOF grantees reported appreciation for the Foundation's flexibility and responsiveness. **Continuing to prioritize individualized communication** with grantees and increasing individualized communication where it is not currently accessible will strengthen funder-grantee relationships.

Providing more information about grant requirements, in particular evaluation and reporting, prior to grantees submitting applications would demonstrate transparency as well.

Continue to solicit and act on feedback.

Through direct feedback and programmatic data, grantees have provided a variety of recommendations to the Foundation, many of which have been implemented throughout the past four years of HKFOF.

Continuing to ask grantees for feedback and acting on that feedback will support maintaining trusting relationships with grantees.

A consistent area of feedback not yet addressed is to **create reporting metrics that better capture organization and community impact.**

Continue to offer support beyond the check.

Grantees have repeatedly expressed appreciation for the support provided to HKFOF grantees both through long-term relationships with the Foundation and from the Evaluation Team.

The Evaluation Team intends to **develop training opportunities specific to data management** and **distribute communications that describes evaluation support opportunities** to improve our support in the final year of HKFOF.

The Foundation could enhance their support by **creating clear pathways for hosting Cigna employees as volunteers** at grantee organizations and **dedicating more staff time to strengthening grantee relationships.**



Appendices

- A. Grantee Directory
- B. Funding by Market
- C. Dashboards
 - C-1 Technical Assistance & Capacity Building Dashboard (April 2023)
 - C-2 Impact Dashboard (April 2023)
 - C-3 Grant Making Dashboard (June 2023)
- D. Grantee Survey Participation Overview
- E. Evaluation Team Engagement Approach

Appendix A: Grantee Directory

Organization Name	Strategy	Partner Type	Award Dates	Grant Status	Impact Report Data Included	# of Grants	Total Awards
A Place to Be	Mental Health	Non-cohort	1/21	Closed	Yes	1	\$50,000.00
Academy for Global Citizenship Charter School	Nutrition Security	Non-cohort	8/21	Active	Yes	1	\$100,000.00
Adler University	Mental Health	Non-cohort	8/21	Active	Yes	1	\$100,000.00
Adolescent Counseling Services	Mental Health	Non-cohort	8/21	Active	Yes	1	\$300,000.00
Almost Home	Nutrition Security	Non-cohort	1/20	Active	No - Data Pending	1	\$50,000.00
American Heart Association	Nutrition Security	Non-cohort	1/20	Closed	No - Data Pending	1	\$25,000.00
Ann & Robert H Lurie Children's Hospital of Chicago Foundation	Nutrition Security	Non-cohort	1/20, 1/22	Closed	Yes	2	\$275,000.00
Aurora Comprehensive Community Mental Health Center	Mental Health	Non-cohort	1/21, 8/23	Active	Yes	2	\$215,397.20
Banner Health Foundation	Mental Health	Non-cohort	1/23	Active	No - Data Pending	1	\$100,000.00
Berea College	Nutrition Security	Non-cohort	6/20, 1/23	Closed	No - Data Pending	2	\$130,000.00
Beyond Differences	Mental Health	National	5/21	Closed	Yes	1	\$150,000.00
Big Shoulders Fund	Mental Health	Non-cohort	1/21, 8/22	Active	Yes	2	\$250,000.00
Blair County Community Action Program	Nutrition Security	Non-cohort	3/19	Closed	No - Old Reporting	1	\$25,000.00
Blessings In A Backpack	Nutrition Security	Non-cohort	Multiple awards 1/18-8/23*	Active	Yes	14	\$919,460.00
Boston Children's Hospital	Nutrition Security	Non-cohort	6/20	Closed	No - Old Reporting	1	\$100,000.00
Boys & Girls Clubs of Metro Phoenix	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$80,000.00
Boys & Girls Clubs of The Tennessee Valley	Mental Health	Non-cohort	8/21	Active	Yes	1	\$250,000.00
Boys & Girls Clubs of Union County	Nutrition Security	Non-cohort	6/20	Closed	No - Old Reporting	1	\$20,000.00
Boys And Girls Club of Paterson And Passaic	Nutrition Security	Non-cohort	8/21, 8/23	Active	Yes	2	\$375,000.00
Boys And Girls Clubs of Hartford	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$87,000.00
Brashear Association	Nutrition Security	Cohort	8/21, 8/22, 8/23	Active	Yes	3	\$350,000.00
Brighter Bites	Nutrition Security	Non-cohort	1/20, 8/22, 8/23	Active	Yes	3	\$270,000.00
Building Bridges Across the River	Nutrition Security	Non-cohort	8/21, 8/23	Active	Yes	2	\$100,000.00
California School Based Health Alliance	Mental Health	Non-cohort	1/21	Closed	Yes	1	\$170,000.00
Catholic Charities Diocese of Venice	Mental Health	Non-cohort	1/23	Active	No - Data Pending	1	\$100,000.00

*Blessings in a Backpack Award Dates: 1/18, 1/19, 1/20, 1/21, 9/22, 8/23

Impact Report Data Included: "No - Old Reporting" - Organizations submitted reports prior to more comprehensive reporting requirements implemented in 2021 and were not included in the report. "No - Data Pending" - Impact reports for these organizations are not yet due. Upon submission, their data will be included in future analyses.

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Catholic Charities, Inc. Archdiocese of Hartford	Nutrition Security	Cohort	12/19, 1/22, 8/23	Active	Yes	3	\$229,426.00
Charter Oak Amateur Boxing Academy	Mental Health	Non-cohort	1/23	Active	No - Data Pending	1	\$99,950.00
Children's Case Management Organization	Mental Health	Non-cohort	1/23	Active	No - Data Pending	1	\$104,781.00
Children's Healthcare of Atlanta Foundation	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$149,387.00
Children's Hospital Foundation	Nutrition Security	Non-cohort	8/21, 8/23	Active	Yes	2	\$249,738.00
Children's Hospital of Wisconsin Foundation	Mental Health	Non-cohort	1/21, 1/23	Active	Yes	2	\$256,436.00
Circle of Concern	Nutrition Security	Non-cohort	5/20	Closed	No - Old Reporting	1	\$23,000.00
Codman Square Health Center	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$25,000.00
Communities In Schools of Central Texas	Mental Health	Non-cohort	1/23	Active	No - Data Pending	1	\$125,000.00
Communities In Schools of Houston	Mental Health	Non-cohort	1/23	Active	No - Data Pending	1	\$105,000.00
Community Builders	Nutrition Security	Non-cohort	8/21	Active	Yes	1	\$124,700.00
Connecticut Children's Medical Center Foundation	Nutrition Security	Non-cohort	1/22	Active	Yes	1	\$100,000.00
Corstone	Mental Health	Non-cohort	4/21	Closed	Yes	1	\$100,000.00
DC Central Kitchen	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$100,000.00
DIRT Group Global	Mental Health	Cohort	8/21	Closed	Yes	1	\$100,000.00
Durham Public Schools Foundation	Mental Health	Non-cohort	1/23	Active	No - Data Pending	1	\$125,000.00
EI Centro Amistad	Mental Health	Non-cohort	1/21, 8/23	Active	Yes	2	\$125,000.00
Emory University - Rollins School of Public Health	Mental Health	Non-cohort	1/21	Closed	Yes	1	\$99,968.00
Family Counseling Center - CSRA	Mental Health	Non-cohort	1/23	Active	No - Data Pending	1	\$75,000.00
Family Health Centers at NYU Langone	Mental Health	Non-cohort	1/21	Closed	Yes	1	\$125,000.00
Family Life Education	Nutrition Security	Non-cohort	2/20, 8/21	Closed	Yes	2	\$211,900.00
Fan4Kids	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$55,500.00
Feast	Nutrition Security	Non-cohort	1/22, 8/23	Active	Yes	2	\$184,633.00
Feeding Children Everywhere	Nutrition Security	National	1/19	Closed	No - Old Reporting	1	\$1,000,000.00
Feeding Our Communities Partners	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$30,000.00

Impact Report Data Included: "No - Old Reporting" - Organizations submitted reports prior to more comprehensive reporting requirements implemented in 2021 and were not included in the report. "No - Data Pending" - Impact reports for these organizations are not yet due. Upon submission, their data will be included in future analyses.

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Feeding San Diego	Nutrition Security	Non-cohort	8/21, 8/22	Active	Yes	2	\$200,000.00
Feeding Tampa Bay	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$5,000.00
Filling in the Blanks	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$100,000.00
Fit4Kids	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$25,000.00
Fliance Management	Mental Health	Non-cohort	1/22, 1/23	Active	Yes	2	\$117,000.00
Florida State University Foundation	Mental Health	Non-cohort	1/23	Active	No - Data Pending	1	\$105,750.00
Food Bank of the Rockies	Nutrition Security	Cohort	1/20, 8/21, 8/22, 8/23	Active	Yes	4	\$293,677.00
Food Finders, Inc.	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$10,000.00
Foodshare Toronto	Nutrition Security	Non-cohort	6/20	Closed	No - Old Reporting	1	\$100,000.00
Georgia Mountain Food Bank	Nutrition Security	Non-cohort	1/19	Closed	No - Old Reporting	1	\$10,000.00
Gestalt Community Schools	Mental Health	Non-cohort	8/21, 8/23	Active	Yes	2	\$250,000.00
Girls, Inc. of St. Louis	Nutrition Security	Non-cohort	2/20	Closed	No - Old Reporting	1	\$25,000.00
Give2Asia	Nutrition Security	Non-cohort	6/20	Closed	No - Old Reporting	3	\$130,221.00
Gleaners Youth Programs	Nutrition Security	Cohort	9/19, 8/21, 8/23	Active	Yes	3	\$220,000.00
Good Shepherd Food Bank of Maine	Nutrition Security	Non-cohort	1/19	Closed	No - Old Reporting	1	\$75,000.00
Green Village Initiative	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$50,000.00
Houston Food Bank	Nutrition Security	Non-cohort	1/19	Closed	No - Old Reporting	1	\$50,000.00
Howard Center	Mental Health	Non-cohort	1/20	Closed	No - Old Reporting	1	\$60,935.00
Humanities Amped	Mental Health	Non-cohort	1/21, 8/22	Active	Yes	2	\$275,966.00
Indiana University Health	Mental Health	Non-cohort	1/22	Closed	Yes	1	\$104,177.00
Intercommunity	Nutrition Security	Non-cohort	8/21	Active	Yes	1	\$375,000.00
Intercongregation Communities Association	Nutrition Security	Cohort	8/21, 8/22	Active	Yes	2	\$176,810.00
Jewish Board of Family and Children's Services	Mental Health	Non-cohort	1/21, 8/22	Active	Yes	2	\$313,195.00
John Bartram Association	Nutrition Security	Non-cohort	1/19	Closed	No - Old Reporting	1	\$25,000.00
KC Healthy Kids	Mental Health	Non-cohort	1/21, 8/23	Active	Yes	2	\$128,860.00

Impact Report Data Included: "No - Old Reporting" - Organizations submitted reports prior to more comprehensive reporting requirements implemented in 2021 and were not included in the report. "No - Data Pending" - Impact reports for these organizations are not yet due. Upon submission, their data will be included in future analyses.

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Kids Meals, Inc.	Nutrition Security	Non-cohort	1/20, 8/22, 8/23	Active	Yes	3	\$247,500.00
King Baudouin Foundation United States	Nutrition Security	Non-cohort	5/20	Closed	No - Old Reporting	1	\$100,674.00
Kitchen on the Street	Nutrition Security	Non-cohort	1/19	Closed	No - Old Reporting	1	\$50,000.00
KU Endowment	Mental Health	Non-cohort	1/21, 8/23	Active	Yes	2	\$248,183.00
Lahc - Leaders Advancing And Helping Communities	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$15,000.00
Le Bonheur Children's Hospital	Mental Health	Non-cohort	8/21	Active	Yes	1	\$250,000.00
Leander Educational Excellence Foundation	Mental Health	Non-cohort	8/23	Active	No - Data Pending	1	\$50,000.00
Lemoyne Community Center	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$100,000.00
Lesbian, Gay, Bisexual & Transgender Community Center	Mental Health	Non-cohort	8/21	Active	Yes	1	\$225,000.00
Lifefridge Community Services	Mental Health	Non-cohort	1/23	Active	No - Data Pending	1	\$125,000.00
Lift for Life Academy	Mental Health	Non-cohort	1/22	Active	Yes	1	\$150,000.00
Los Angeles Academy of Arts and Enterprise	Mental Health	Non-cohort	1/21	Closed	Yes	1	\$150,000.00
Mary Hitchcock Memorial Hospital	Nutrition Security	Non-cohort	3/20, 8/22	Active	Yes	2	\$172,295.00
Mary's Center for Maternal & Child Care	Nutrition Security	Non-cohort	8/21, 8/23	Active	Yes	2	\$250,000.00
Matthew's Crossing Food Bank	Nutrition Security	Non-cohort	6/20	Closed	No - Old Reporting	1	\$10,000.00
Memphis Family Connection Center	Mental Health	Non-cohort	1/23	Active	No - Data Pending	1	\$86,375.00
Memphis Leadership Foundation	Nutrition Security	Non-cohort	3/19	Closed	No - Old Reporting	1	\$80,000.00
Mercer Street Friends	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$100,000.00
Metropolitan Area Neighborhood Nutrition Alliance	Nutrition Security	Non-cohort	1/20, 8/21	Closed	Yes	2	\$125,000.00
Metropolitan Ministries	Mental Health	Non-cohort	1/21, 8/23	Active	Yes	2	\$125,000.00
Mid-South Food Bank	Nutrition Security	Cohort	2/20, 8/21, 8/22, 8/23	Active	Yes	4	\$505,489.00
Mindful Schools	Mental Health	National	2/21, 8/23	Active	Yes	2	\$1,310,060.00
Minnies Food Pantry	Nutrition Security	Cohort	8/21, 8/22, 8/23	Active	Yes	3	\$350,000.00
Near North Health Service Corporation	Nutrition Security	Non-cohort	2/19	Closed	No - Old Reporting	1	\$100,000.00
New Leaf Behavioral Health	Mental Health	Non-cohort	1/23	Active	No - Data Pending	1	\$72,000.00

Impact Report Data Included: "No - Old Reporting" - Organizations submitted reports prior to more comprehensive reporting requirements implemented in 2021 and were not included in the report. "No - Data Pending" - Impact reports for these organizations are not yet due. Upon submission, their data will be included in future analyses.

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Organization Name	Strategy	Partner Type	Award Dates	Grant Status	Impact Report Data Included	# of Grants	Total Awards
North Texas Food Bank	Nutrition Security	Cohort	1/20	Closed	No - Old Reporting	1	\$36,080.00
Oasis -- A Haven For Women And Children	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$5,000.00
Oasis Center, Inc.	Mental Health	Cohort	8/21, 8/22, 8/23	Active	Yes	3	\$296,105.00
Operation Food Search	Nutrition Security	Cohort	8/22	Active	Yes	1	\$103,000.00
PA Chapter American Academy of Pediatrics	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$129,269.41
Parkview Hospital	Mental Health	Non-cohort	8/22	Active	Yes	1	\$100,000.00
Partnership for a Healthier America	Nutrition Security	Non-cohort	8/21, 8/23	Active	Yes	2	\$381,935.00
Perspectives	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$65,000.00
Philabundance	Nutrition Security	Cohort	1/19, 1/20	Closed	No - Old Reporting	2	\$63,800.00
Phoenix Center	Mental Health	Non-cohort	8/21	Active	Yes	1	\$375,000.00
Phoenix/Tempe American Heart Association	Nutrition Security	Non-cohort	1/20, 1/22	Closed	Yes	2	\$150,000.00
Primary Care Coalition Of Montgomery County, Maryland	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$100,000.00
Prisma Health-Upstate	Mental Health	Non-cohort	1/23	Active	No - Data Pending	1	\$122,171.00
Pueblo Nuevo Education and Development Group	Mental Health	Non-cohort	8/21	Active	Yes	1	\$375,000.00
Second Harvest Food Bank of Central Florida	Nutrition Security	Cohort	1/21, 8/22	Active	Yes	3	\$159,875.00
Second Harvest Food Bank of Middle Tennessee	Nutrition Security	Cohort	3/20, 8/21	Active	Yes	2	\$432,080.00
Second Harvest Foodbank of Southern Wisconsin	Nutrition Security	Non-cohort	1/19	Closed	No - Old Reporting	1	\$10,000.00
Sheltering Arms Children and Family Services	Mental Health	Non-cohort	1/21	Closed	Yes	1	\$75,000.00
Sky Lakes Medical Center Foundation	Nutrition Security	Non-cohort	1/20	Closed	No - Old Reporting	1	\$8,000.00
So What Else	Nutrition Security	Non-cohort	8/21	Active	Yes	1	\$300,000.00
Social And Health Research Center	Nutrition Security	Non-cohort	6/20, 8/22	Active	Yes	2	\$227,083.00
Society of St. Vincent De Paul - Phoenix	Nutrition Security	Non-cohort	1/19	Closed	No - Old Reporting	1	\$30,000.00
South Florida Hispanic Chamber of Commerce Foundation	Nutrition Security	Non-cohort	1/22	Closed	Yes	1	\$85,000.00
Special Service for Groups	Mental Health	Non-cohort	1/21	Closed	Yes	1	\$50,000.00
St. Louis Public Schools Foundation	Mental Health	Cohort	7/21, 8/23	Active	Yes	2	\$100,250.00

Impact Report Data Included: "No - Old Reporting" - Organizations submitted reports prior to more comprehensive reporting requirements implemented in 2021 and were not included in the report. "No - Data Pending" - Impact reports for these organizations are not yet due. Upon submission, their data will be included in future analyses.

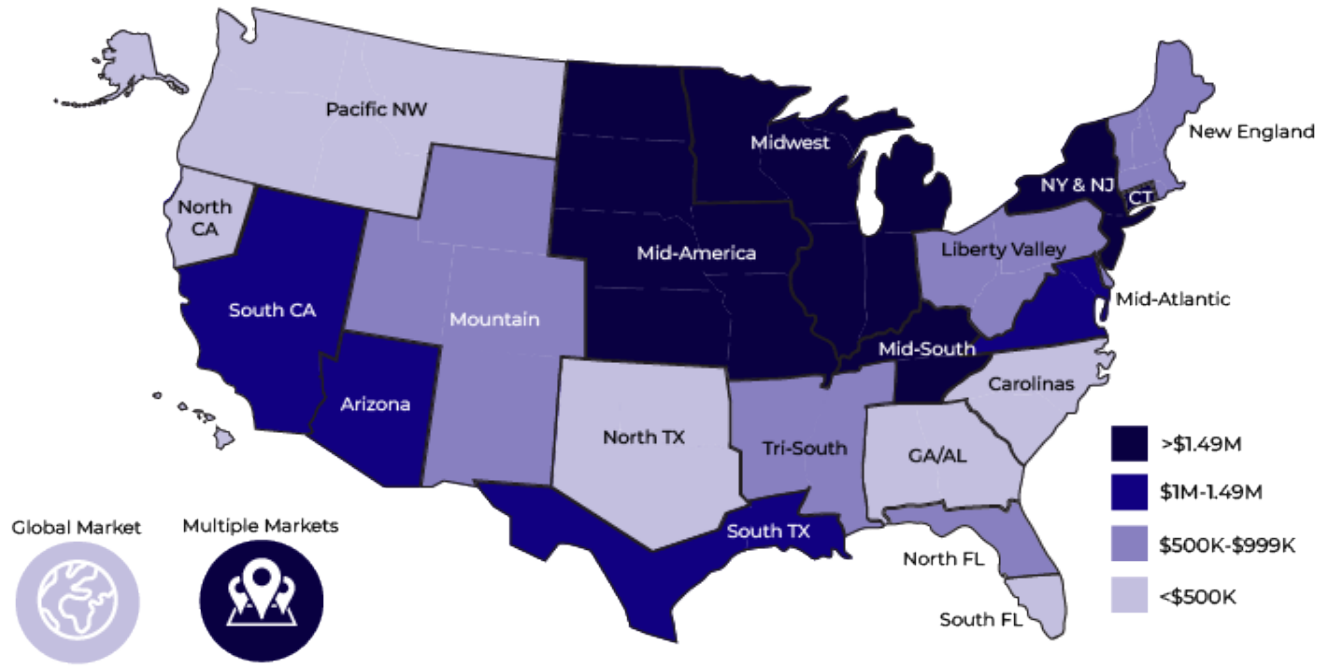
Appendix A: Grantee Directory

Organization Name	Strategy	Partner Type	Award Dates	Grant Status	Impact Report Data Included	# of Grants	Total Awards
St. Louis Regional Public Media	Mental Health	Non-cohort	1/23	Active	No - Data Pending	1	\$125,000.00
St. Mary's Food Bank Alliance	Nutrition Security	Cohort	1/19, 8/20, 8/21, 8/22	Active	Yes	4	\$199,870.00
St. Paul's Community Development Corporation	Nutrition Security	Cohort	1/20, 8/22	Closed	No - Old Reporting	2	\$170,000.00
Tempe Impact Educational Foundation	Mental Health	Cohort	5/22, 8/23	Active	Yes	2	\$125,000.00
Texas Health Resources Foundation	Nutrition Security	Non-cohort	1/22	Active	Yes	1	\$100,000.00
The Little Bit Foundation	Nutrition Security	Cohort	9/19, 3/20, 1/21, 8/22	Active	Yes	4	\$482,414.00
The Sheridan Story	Nutrition Security	Non-cohort	6/19	Closed	No - Old Reporting	1	\$5,000.00
The Trevor Project	Mental Health	Non-cohort	1/21	Closed	Yes	1	\$125,000.00
The Village for Families & Children	Nutrition Security	Non-cohort	2/20	Closed	Yes	1	\$50,000.00
Thompson Child & Family Focus	Mental Health	Non-cohort	1/21	Closed	Yes	1	\$125,000.00
Top Box Foods	Nutrition Security	Non-cohort	8/21	Closed	Yes	1	\$125,000.00
United Food Bank	Nutrition Security	Cohort	1/20, 8/21, 8/22, 8/23	Active	Yes	4	\$399,435.00
United Way of Dane County	Mental Health	Non-cohort	1/21, 8/22	Active	Yes	2	\$295,000.00
University of Maryland Baltimore Foundation	Mental Health	Non-cohort	8/21	Active	Yes	1	\$225,000.00
Vanderbilt University	Nutrition Security	Non-cohort	8/21, 8/22, 8/23	Active	Yes	3	\$302,589.40
Vermont Foodbank	Nutrition Security	Non-cohort	1/19	Closed	No - Old Reporting	1	\$20,000.00
We Charity	Nutrition Security	National	1/19	Closed	No - Old Reporting	1	\$350,000.00
Women's Wilderness Institute	Mental Health	Non-cohort	1/21, 8/22	Active	Yes	2	\$297,900.00
Yale University	Mental Health	Non-cohort	8/21	Closed	Canceled	1	\$218,586.00
Youth Guidance	Mental Health	Non-cohort	1/21, 8/23	Active	Yes	2	\$150,000.00
YWCA Hartford Region	Mental Health	Non-cohort	8/22	Active	No - Data Pending	1	\$84,610.00

Impact Report Data Included: "No - Old Reporting" - Organizations submitted reports prior to more comprehensive reporting requirements implemented in 2021 and were not included in the report. "No - Data Pending" - Impact reports for these organizations are not yet due. Upon submission, their data will be included in future analyses.

Appendix B: Funding by Market

Figure 1: Total Funding by Market



Continued on next page

Appendix B: Funding by Market

Market	2019	2020	2021	2022	2023	Total Amount Awarded	% of Total	# of Grants	# of Organizations
Arizona	\$260,000	\$174,810	\$339,625	\$219,870	\$150,000	\$1,144,305	5%	17	9
Carolinas	\$0	\$125,000	\$0	\$319,171	\$0	\$444,171	2%	4	4
Connecticut	\$50,000	\$447,612	\$817,910	\$224,950	\$91,000	\$1,631,472	7%	14	11
Georgia/Alabama	\$55,500	\$249,355	\$0	\$75,000	\$0	\$379,855	2%	5	5
Global	\$0	\$330,221	\$0	\$0	\$0	\$330,221	1%	5	3
Liberty Valley	\$337,169	\$81,900	\$175,000	\$125,000	\$125,000	\$844,069	3%	12	8
Mid-America	\$171,024	\$419,043	\$180,000	\$539,390	\$243,250	\$1,552,707	6%	18	11
Mid-Atlantic	\$276,350	\$51,950	\$700,000	\$75,000	\$270,000	\$1,373,300	6%	15	10
Mid-South	\$235,489	\$144,125	\$1,093,474	\$391,305	\$374,918	\$2,239,311	9%	17	10
Mid-West	\$220,000	\$512,415	\$919,487	\$635,521	\$315,000	\$2,602,423	11%	28	20
Mountain States	\$38,090	\$336,710	\$77,485	\$254,122	\$263,657	\$970,064	4%	11	5
Multi-State	\$1,557,000	\$1,257,495	\$0	\$208,000	\$566,135	\$3,588,630	15%	11	6
New England	\$120,000	\$197,312	\$124,700	\$135,918	\$0	\$577,930	2%	8	7
New York/New Jersey	\$46,000	\$764,906	\$475,000	\$305,463	\$125,000	\$1,716,369	7%	17	13
North Texas	\$0	\$36,080	\$200,000	\$125,000	\$125,000	\$486,080	2%	5	3
Northern California	\$0	\$170,000	\$300,000	\$0	\$0	\$470,000	2%	2	2
Northern Florida	\$26,000	\$115,570	\$0	\$266,250	\$113,805	\$521,625	2%	9	6
Pacific Northwest	\$0	\$8,000	\$0	\$0	\$0	\$8,000	0%	1	1
South Texas	\$197,083	\$57,216	\$495,500	\$583,750	\$122,000	\$1,455,549	6%	12	8
Southern California	\$0	\$360,000	\$534,633	\$100,000	\$125,000	\$1,119,633	5%	10	8
Southern Florida	\$0	\$0	\$85,000	\$104,781	\$0	\$189,781	1%	2	2
TriSouth	\$0	\$0	\$475,000	\$125,000	\$250,000	\$850,000	3%	6	3
TOTAL	\$3,589,705	\$5,839,720	\$6,992,814	\$4,813,491	\$3,259,765	\$24,495,496	100%	229	146*

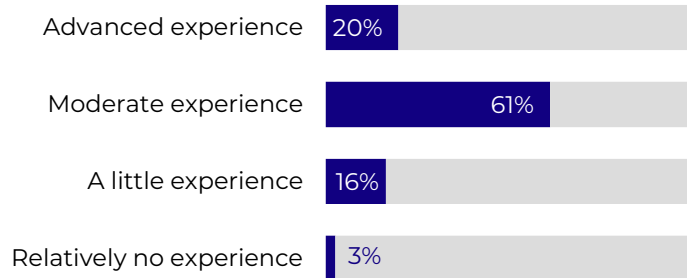
*The sum of organizations is 155, there were 146 organizations, Blessings in a Backpack is included in multiple markets

Appendix C-1: Technical Assistance & Capacity Building Dashboard (April 2023)

Onboarding

Grantees reported their experience with evaluation through a survey administered prior to grant implementation.

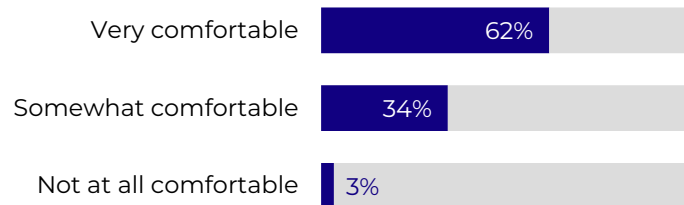
Grantee Experience with Evaluation (n=116 responses)



“ We were very appreciative of the evaluation technical support. This was particularly helpful since we had a change in staffing midway through the grant period that impacted evaluation continuity. Please continue this level of individualized and group training support.

“ We know that with help from Cigna, we will continue to learn and grow as an organization as we improve evaluation methods month by month.

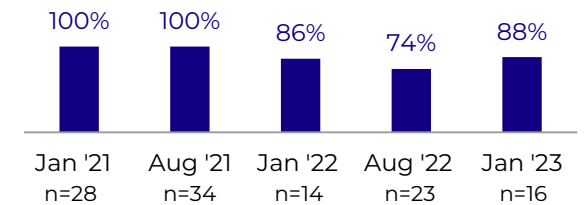
Grantee Comfort with Evaluation (n=116 responses)



Areas of Least Experience:

- Data management
- Data visualization
- Program goals and objectives
- Logic models
- Translation of evaluation findings to funders

Grantee Response Rate by Grant Cycle



Evaluation team supported onboarding through a variety of activities.

Number of onboarding activities:

- 113** Evaluation planning sessions
- 6** Benevity trainings
- 5** Grantee orientations

384 Approximate hours supporting evaluation planning activities¹

“ The [evaluation team]...spent a great deal of time helping us assess our old evaluation process...and put together a better and more effective evaluation process for this report and beyond.

¹Time tracking started in Dec 2021

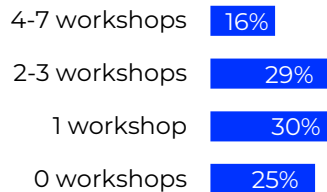
Capacity Building

Learning Series Workshops

- 11** workshops provided
- 25** average attendees
- 173** unique attendees
- 34%** individuals attended >1 workshop
- 456** times materials accessed

“ The [team] has been very helpful in guiding our data collection and in offering educational webinars.

45% of grantees attended more than 1 workshop (n=115)



Workshop Topics

- Evaluation Planning
- Evaluation Design
- Quantitative Methods
- Qualitative Methods
- Data Visualization
- Interpreting & Sharing Findings

Grant Implementation & Reporting Resources

Resources were accessed more than 494 times:

251 Times	124	76	43
Evaluation Plan ¹	Report Templates ^{1,2}	Benevity Training Materials	Benevity Reporting Guide ^{1,2}

“ The support offered for evaluation and with templates has been valuable and appreciated.

¹Access tracking started in June 2022
²Access via Benevity is not tracked

Technical Assistance

Individualized Support & Progress Report Reviews

Grantees requested assistance with:

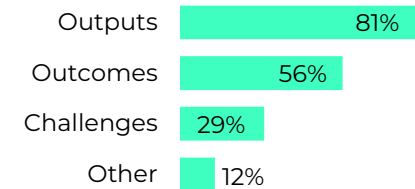
- Evaluation Design
- Benevity Account Issues
- Data Collection

38% grantees who've requested assistance

118 Approximate hours providing grantee-requested assistance²

101 of 131 reports needed follow up

Support was most often needed for reporting Outputs data (n=101¹)



183 Approximate hours conducting report reviews & follow-up^{1,2}

“ With help, [we were] able to create a more efficient reporting document and evaluation process...to more easily access key data.

Office Hours

33 office hour sessions

- 3** average attendees³
- 38** unique attendees³
- 23%** individuals attended >1 session³
- 26%** grantees attended at least 1 session³

“ The attention and availability of the evaluators is excellent.

¹Report reviews began in Jan 2022

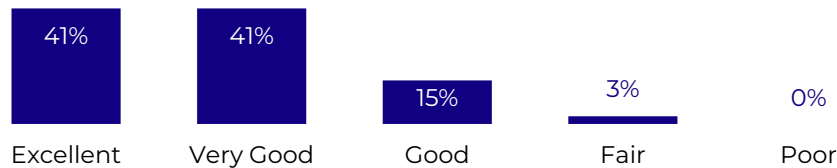
²Time tracking started in Dec 2021

³Attendance tracking started in Sept 2021

Evaluation Learning Series

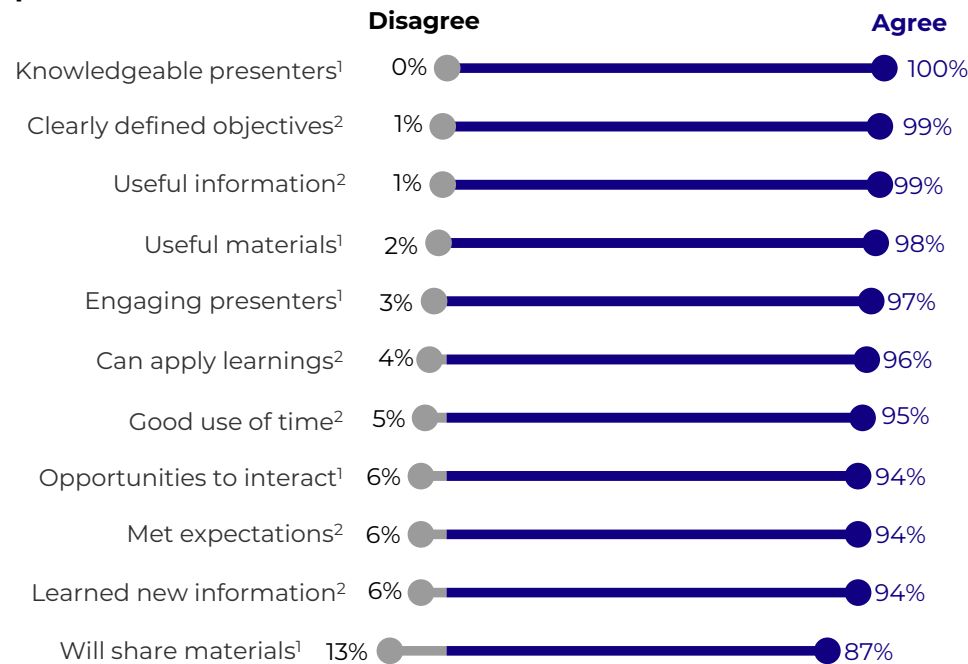
Overall Workshop Ratings

The vast majority of respondents rated the sessions as excellent or very good. (n=110 responses)



Workshop Component Ratings

Respondents rated workshop content as overwhelmingly positive.



¹n=106 ²n=107

Application of Workshop Learnings

Respondents shared how they plan to apply their learnings.

- Review **data collection tools** and design survey questions to develop more meaningful reports

“ I will apply what I learned by being more careful about the wording of survey questions and choices.

- Review **evaluation plans** and develop evaluation plans for future grants

“ I will use it as the framework for developing our evaluation activities as a group tool so that everyone involved feels informed and can contribute to the activity.

- Apply new knowledge** to current projects, analysis plans, and other programs

“ Workshop gave me more tools and knowledge on how to collect, analyze, and report qualitative data.

- Share new knowledge** with other staff members

“ It provided a great foundation for my VISTA member who will help coordinate our data collection and analysis efforts.

- Refresh or expand previous knowledge base on **qualitative methods**

“ ...This was more just tweaking a few things and a refresher for me.

Appendix C-2: Impact Dashboard (April 2023)



Grantee Characteristics

Included grantees represent 53% of total HKFOF funds.

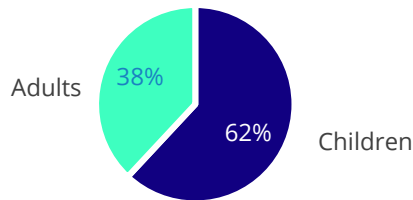
97 Total grantees **\$13,311,416** Funds awarded **20** Cigna markets



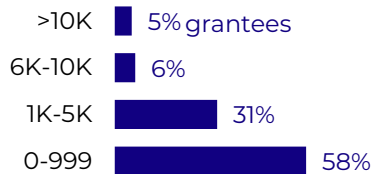
Grantee Reach

Most grantees served less than 1,000 individuals.

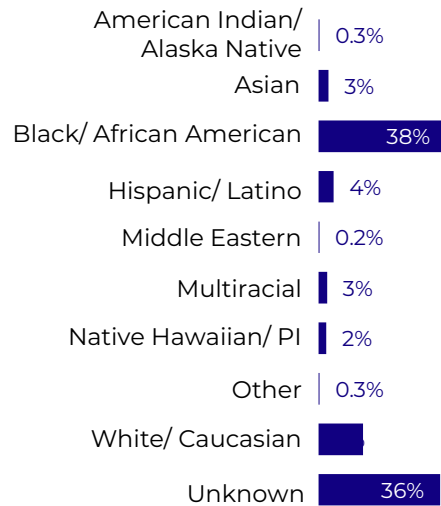
280,818 Total individuals served
173,357 Children served



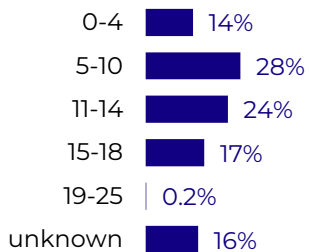
Number of individuals served



Race of individuals served



Age of children served



Grantee Impact

Grantees reported outcomes across a variety of categories.

Outcome Types	Example Outcomes	# of grantees reporting
Academic Performance Improved	Students in counseling improved grades	5
Access Increased	New or improved opportunities to receive healthy, affordable food	20
Attitudes Improved	Teachers have greater confidence to using a trauma-informed approach	22
Awareness Increased	Families are more aware of the food pantry available at their school	16
Behavior Changed	Teens in group therapy instigate fewer conflicts with peers	35
Food Insecurity Improved	Parents report more consistent access to healthy, affordable foods	10
Health & Well-Being Improved	Child has fewer symptoms of anxiety on mental health assessment	23
Knowledge Gained	Patients know what foods to avoid during pregnancy after participating	26
Skills Improved	School resource officer can identify underlying mental health issues	17
Utilization Increased	Students take home weekend backpack of food more often	30
Other	Successful completion of probation requirements	2

Grantee Characteristics

Grantees supported youth mental health through a variety of programs and services.

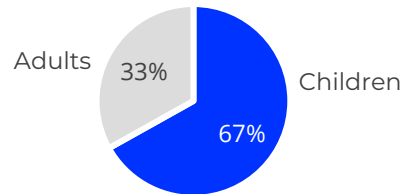
47 Total grantees who provided:

- Individual/family therapy (28)
- Student support/education (21)
- Practitioner/educator training (26)
- Group therapy (18)
- Screening/Referrals (21)
- Parent education (9)

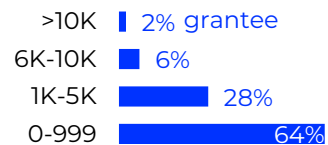
Grantee Reach

Of children served, grantees primarily served older children.

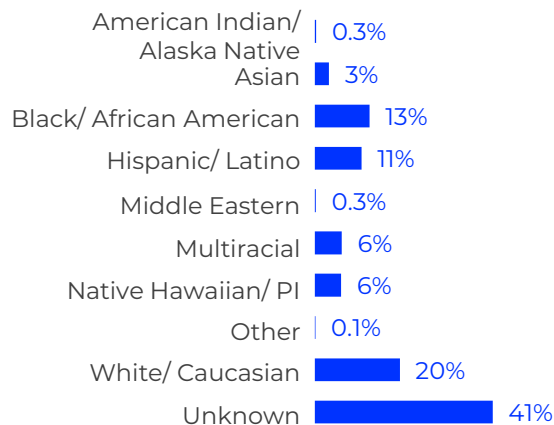
- 83,466** Total individuals served
- 1,776** Average served per grantee
- 536** Median served per grantee



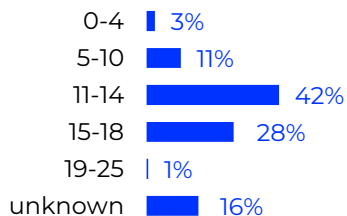
Number of individuals served



Race of individuals served



Age of children served



Grantee Impact

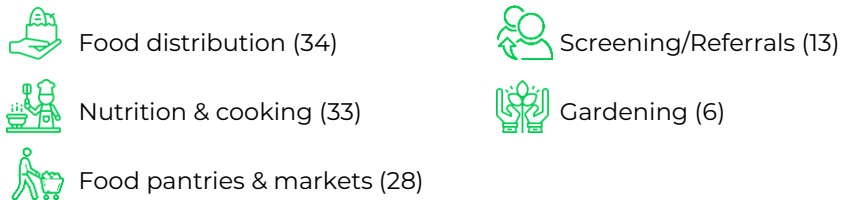
Grantees measured impact across a variety of outcomes, most commonly around knowledge and utilization. The majority of outcomes reported had high achievement rates, except for attitudes and behavior.

Outcome	Number of Grantees	Percentage of Grantees Reporting	Number of Participants	Percentage of Participants Achieving
Academic performance improved	2	4%	48	87%
Access increased	7	15%	3,781	84%
Attitudes improved	14	30%	3,838	57%
Awareness increased	10	21%	7,594	90%
Behavior changed	17	36%	3,944	51%
Health & well-being improved	17	36%	1,871	74%
Knowledge gained	18	38%	5,741	84%
Skills improved	14	30%	2,164	87%
Utilization increased	18	38%	17,173	72%
Other	1	2%	162	100%

Grantee Characteristics

Grantees distributed food and supported healthy eating in various ways.

50 Total grantees who provided:



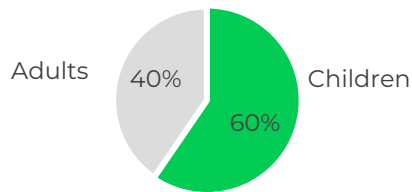
Grantee Reach

Grantees served primarily Black/African American individuals.

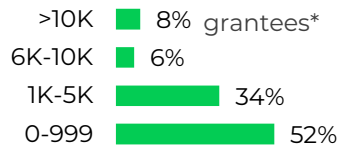
197,352 Total individuals served

3,947 Average served per grantee

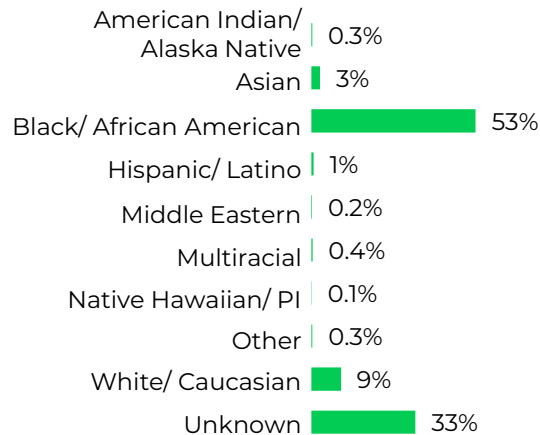
899 Median served per grantee



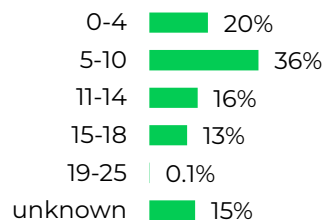
Number of individuals served



Race of individuals served



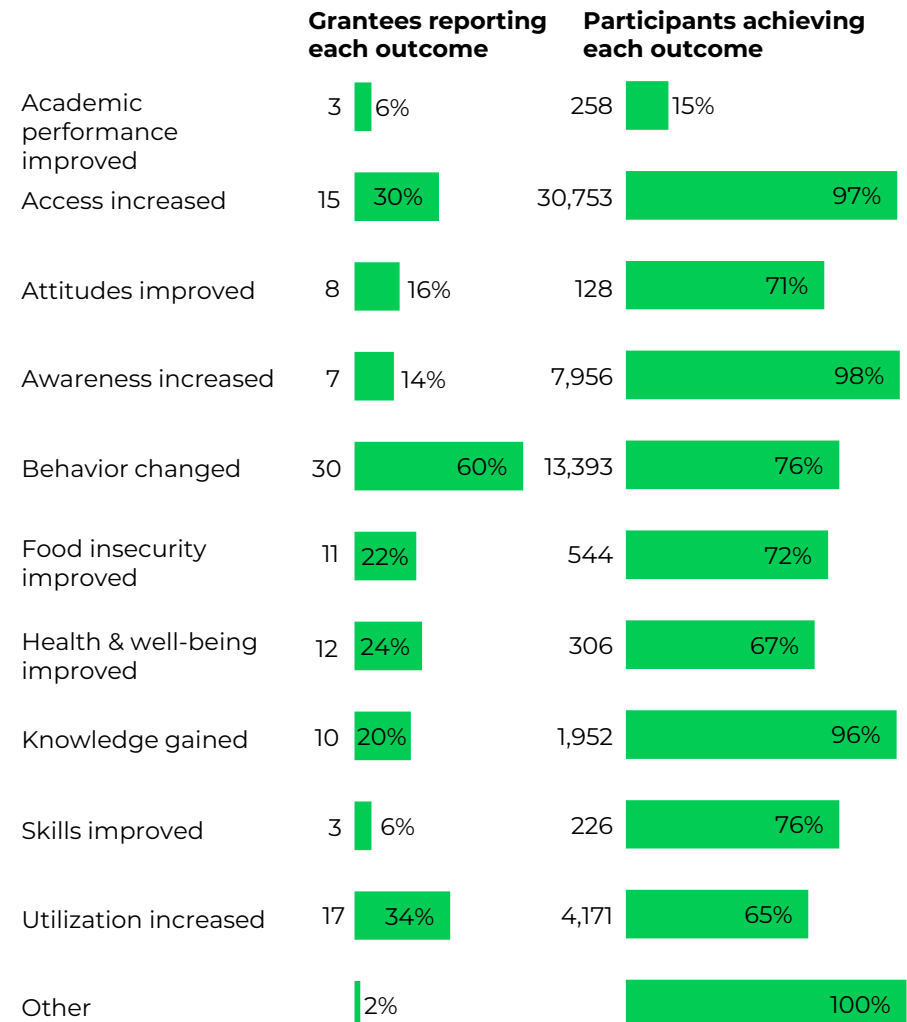
Age of children served



*1 grantee reached over 79K individuals

Grantee Impact

Grantees measured impact across a variety of outcomes, most commonly around behavior change. The majority of outcomes reported had high achievement rates, except academic performance.



Appendix C-3: Grant Making Dashboard (June 2023)



Grant Awards Dashboard



Evaluation Center

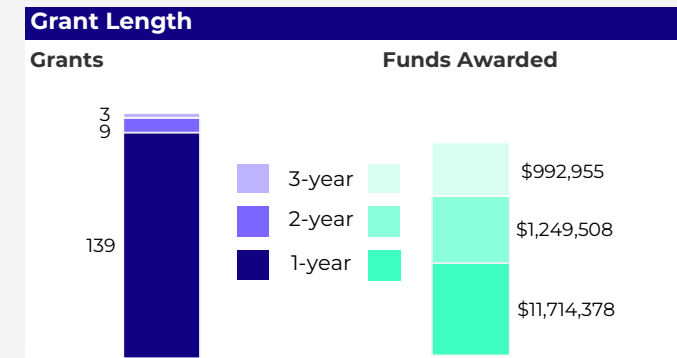
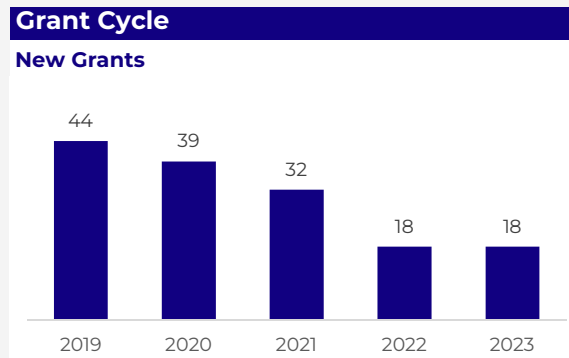
Brown School

Sample Size:	
Mental Health grants	0
Nutrition Security grants	151
Total # of grants	151

[insert intro text here]

Award Amount			
Total	Average	Min	Max
\$13,956,841	\$92,429	\$1,950	\$1,000,000

Award Amount	#	% of Grants
<100k	84	56%
100k-199k	57	38%
200k-299k	5	3%
300k-399k	4	3%
>400k	1	1%

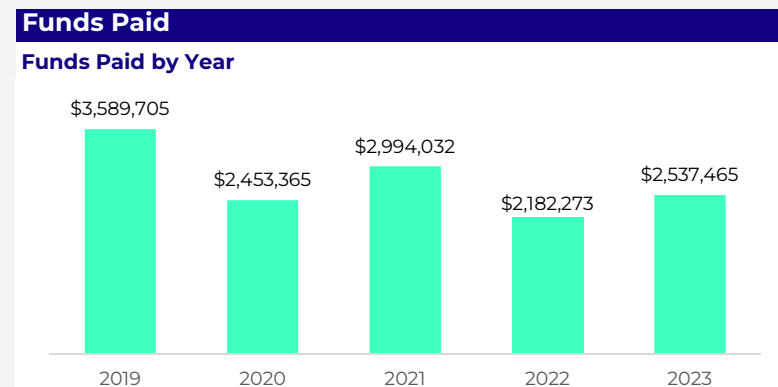


National Partners

Grants	2
Funds Awarded	\$1,350,000

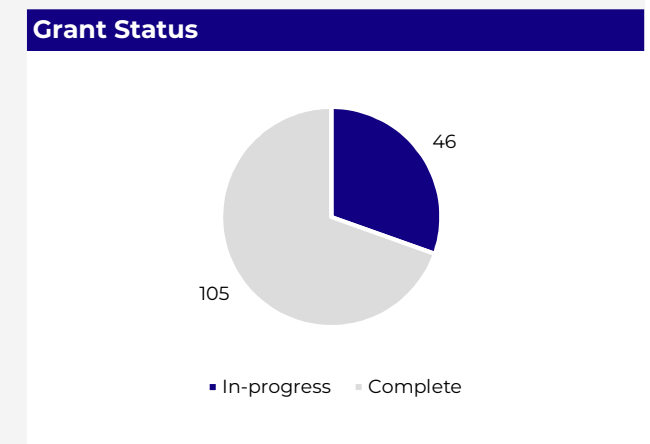
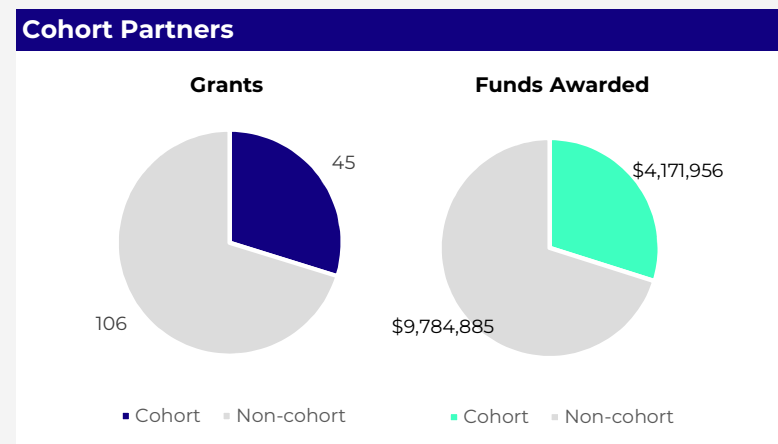
Markets

Row Labels	# of Grants	%	Funds Awarded	%
Arizona	14	9%	\$919,305	7%
Connecticut	10	7%	\$1,103,326	8%
Georgia/Alabama	3	2%	\$204,887	1%
Global	4	3%	\$230,221	2%
Liberty Valley	12	8%	\$844,069	6%
Mid-America	8	5%	\$683,414	5%
Mid-Atlantic	13	9%	\$1,098,300	8%
Mid-South	12	8%	\$1,606,831	12%
Mid-West	16	11%	\$1,246,810	9%
Mountain States	5	3%	\$331,767	2%
Multi-State	8	5%	\$2,128,570	15%
New England	7	5%	\$516,995	4%
New York/New Jersey	12	8%	\$978,174	7%
North Texas	5	3%	\$486,080	3%
Northern Florida	5	3%	\$190,875	1%
Pacific Northwest	1	1%	\$8,000	0%
South Texas	6	4%	\$524,583	4%
Southern California	6	4%	\$419,633	3%
Southern Florida	1	1%	\$85,000	1%
TriSouth	3	2%	\$350,000	3%
Total	151	100%	\$13,956,841	100%






Funded Activities




Activity Type	% of Grants
Food distribution	49%
Food pantries/markets	35%
Nutrition & cooking	41%
Screenings/referrals	11%
Educator/practitioner training	0%
Parent education	0%
Student support	0%
Group therapy	0%
Individual/family therapy	0%














Appendix D: Grantee Survey Participation Overview

The Foundation partnered with the Brown School Evaluation Center to administer a survey to all current and past grantees in order to better understand grantees' experiences as recipients of Healthier Kids For Our Future funding. The survey was distributed in February 2023 to all contacts available for each grantee organization. Responses were anonymous. The following tables summarize survey participants' characteristics.




Implementation Time			
Period	# of Invitations Sent	# of Participants	Response Rate
Pre 2022	62	21	34% 
Current 2022	238	69	29% 
New 2023	52	23	44% 
Total	352	113	

Survey Type	# of Participants	%
Pre 2022	21	19% 
Current 2022	69	61% 
New 2023	23	20% 
Total	113	

Most Recent Grant Start Date	# of Participants	%
Prior to January 1, 2021	19	17% 
January 1, 2021 - July 31, 2021	20	18% 
August 1, 2021 - December 31, 2021	14	12% 
January 1, 2022 – July 31, 2022	12	11% 
August 1, 2022 – December 31, 2022	25	22% 
January 1, 2023 - July 31, 2023	23	20% 
Total	113	

Number of Grant Cycles	# of Participants	%
1 grant	97	86% 
2 grants	9	8% 
3 grants	3	3% 
4 grants	2	2% 
5 grants	2	2% 
Total	113	

* Data is self reported. No grantee has been awarded 5 grants.

Grant Length	# of Participants	%
1 year	82	73% 
Multi-year	27	24% 
Unknown	4	4% 
Total	113	

* 1 year is less than or equal to 18 months

Appendix D: Grantee Survey Participation Overview

Total Grant Award	# of Participants	%
\$49,999 or less	10	9%
\$50,000 - \$99,999	22	19%
\$100,000 - \$199,999	56	50%
\$200,000 or more	15	13%
\$300,000 or more	4	4%
Unknown	6	5%
Total	113	

* Respondents with multiple grants selected an amount range for each grant. Amount ranges were summed and new categories created.

Strategy	# of Participants	%
Nutrition Security	58	51%
Mental Health	55	49%
Total	113	

Cohort Partner	# of Participants	%
Yes	23	20%
No	71	63%
I do not know	19	17%
Total	113	

Role	# of Participants	%
Evaluation Lead	23	20%
Grant Writer/Submitter	47	42%
Organization Leadership	39	35%
Program Manager	33	29%
Other**	8	7%
Total	150	

* Respondents were able to select all that apply for Role

**Other:

- Central grant office staff
- Data collection and reporting
- Grant Manager - Post Award
- I support in each that are described above but collaborate with colleagues in multiple areas of this program
- Just started working
- Project Associate
- School Site Coordinator
- Supporting staff

Healthier Kids For Our Future Evaluation Team Engagement Approach



Approach

As the evaluation partner for the Healthier Kids For Our Future Initiative, the [Brown School Evaluation Center](#) (Evaluation Team) aims to enhance the skills and capacity of HKFOF grantees: (1) to ensure that grantees are prepared to collect and communicate quality data measuring the impact of HKFOF funding, and (2) build grantees' general capacity for evaluation. This is achieved through evaluation onboarding activities, technical assistance, and resources and training opportunities aimed at increasing grantee capacity to collect, analyze, and report data that demonstrates the impact and reach of their programs and the initiative overall. The image below lists how grantees are engaged for each of the mentioned activity types.



Onboarding

To support HKFOF grantees at the start of their grant cycles, the Evaluation Team implements the following evaluation-focused processes as part of grantee onboarding.

Table 1: Key activities for evaluation onboarding

Activity	Description	Timeline
Administer and analyze capacity survey	<p>The Evaluation Team administers an online survey, <i>Cigna HKFOF Grantee Capacity Assessment Survey</i>, to better understand grantees' experience with program evaluation, capacity, and priorities. New grantees receive an award notice letter from The Cigna Group Foundation that includes the link to the evaluation capacity survey. This survey assesses each organization's level of experience with and capacity for program evaluation and priorities for additional training and capacity building. The results are reviewed and analyzed by Evaluation Team members prior to evaluation partnership kick-off meetings to facilitate conversations on additional grantee needs related to increasing evaluation capacity. Data from the survey is shared:</p> <ul style="list-style-type: none"> • With grantees, as a presentation of aggregated results during the orientation session • With The Cigna Group Foundation, as a presentation of aggregated results • With each grantee during evaluation kick-off meetings to review key findings in their individual results 	Administered via grant award letter; Due before Grantee Orientation
Co-facilitate grantee orientation	<p>The Evaluation Team co-facilitates the new grantee orientation with The Cigna Group Foundation to introduce the Evaluation Team, describe how grantees will work with the Evaluation Team, and provide opportunities for engagement.</p>	One month prior to when the grantee cycle first begins project implementation
Facilitate the development of grantee evaluation plans	<p>Grantees are asked to create an evaluation plan based on a template developed by the Evaluation Center and share any existing evaluation tools and reports. The evaluation plans are intended to help aid grantees in measuring their impact, reporting progress to The Cigna Group Foundation, and ultimately increasing their capacity as an organization to evaluate their efforts. The evaluation</p>	The month prior to or after project implementation begins



plan is discussed during the Evaluation Planning meetings to identify areas of support needed. The information in the Evaluation Plan also informs the outputs and outcomes that grantees enter in their interim and final impact reports. The Evaluation Team reviews submitted grantee evaluation plans, provides written feedback, and requests that grantees respond to the feedback and resubmit revised evaluation plans as needed. Additional email and meeting-based technical assistance is provided to ensure grantees feel confident in their evaluation plans.

Host evaluation planning meetings

The Evaluation Team hosts one-on-one virtual evaluation planning meetings between an Evaluation Team member and new grantees. These meetings are typically 60-90-minutes. Planning meetings are designed to:

The month prior to or after grantee implementation begins

- Allow the Evaluation Team and grantee project team to get to know each other
- Increase the Evaluation Team's understanding of the grantee's approach to evaluation
- Provide grantees with an overview of grant reporting requirements/process
- Review the grantee's initial evaluation plan and provide recommendations for strengthening their plan
- Identify any current challenges (i.e., changes to budget, activities, or timeline).
- Identify grantee-specific technical assistance needs

Co-facilitate Benevity trainings & develop Benevity resources

The Evaluation Team supports grantees in their use of the Benevity grant reporting system by ensuring they have the training and resources needed. Prior to grantees' first reporting deadline, Benevity, The Cigna Group Foundation, and the Evaluation Team co-host a training to orient grantees to the system. In addition to real-time training, grantees are provided with a Benevity Reference Guide created and maintained by the Evaluation Team.

One month prior to when first impact report is due



Technical Assistance

HKFOF grantees are required to submit impact reports every six months of implementation (previously these were due quarterly). Grantees have expressed a need for flexible and responsive technical assistance that supports them in navigating impact report submissions in Benevity and conducting their ongoing evaluation efforts. Evaluation Team members engage in the following activities to support grantees.

Table 2: Key activities in supporting grantee reporting

Activity	Description	Timeline
Host open office hours	<p>The Evaluation Team hosts virtual office hours before interim and final reports are due for grantees to drop in with any questions they may have about program evaluation and reporting.</p> <p>In 2020 and most of 2021, the Evaluation Team provided office hours monthly with limited participation from grantees and observed that the majority of support needed was related to reporting quantitative data.</p> <p>Because quantitative data is required only for interim and final reports, the Evaluation Team now provides office hours in the two weeks prior to the reports being due.</p>	Two sessions prior to interim and final report deadlines
Conduct quality checks of submitted reports	The Evaluation Team reviews reports submitted through Benevity with a focus on 1) challenges grantees face in implementation or evaluation and 2) quality of evaluation-related content including outputs, outcomes, challenges, and overall progress. This helps identify any grantee-specific support or revisions that are needed for future reports. Additionally, the Evaluation Team flags any reports that may need additional review by The Cigna Group Foundation for concerns related to implementation or funding expectations.	Month following report submission
Provide one-on-one consultation	The Evaluation Team provides grantee-specific support as requested or needed. Support is provided through email, short phone calls, or a consultation session depending on the specific evaluation technical assistance needed.	As requested or suggested



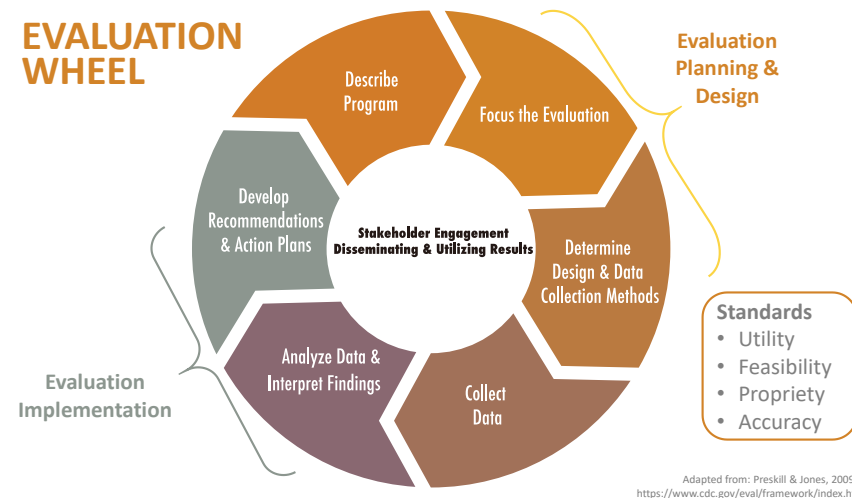
Resources & Training

Evaluation Learning Series

The Evaluation Team provides opportunities for HKFOF grantees to increase skills and capacity for evaluation. The *Evaluation Learning Series* consists of web-based trainings/webinars available for all HKFOF grantees who are currently implementing grants or preparing to do so. These sessions occur at least six times a year, roughly every other month.

The Evaluation Team anchors the *Evaluation Learning Series* in the evaluation process wheel (see image to right), to ensure that grantees receive content to enhance their program evaluations at every stage of the evaluation life cycle. Topics that are highlighted as grantee needs on the Capacity Assessment Survey are incorporated into the online trainings where applicable. The series covers the following topics:

- Evaluation Planning: Logic Models and Evaluation Questions
- Evaluation Design and Methods Matrix Development
- Quantitative Methods: Surveys and Indicators
- Qualitative Methods
- Best Practices for Visualizing, Disseminating and Utilizing Results
- Utilizing & Disseminating Findings



The *Evaluation Learning Series* is also a valuable opportunity for peer learning and community building among grantees. Grantees have expressed interest in networking with other HKFOF grantees. The trainings are leveraged for these purposes by inserting 'breakout room' activities that allow grantees to get to know and learn from each other in small groups.

Resource Library

The Evaluation Team curates and maintains an online resource library where grantees can access evaluation-related resources on demand from a central location. The library allows grantees to build their evaluation capacity at a time that makes sense based on the timing of their evaluation implementation.



Table 3: Evaluation Resource Library Content

Topic	Example Content
Evaluation Learning Series	<ul style="list-style-type: none"> Recordings from live sessions Session slides Session handouts
Asynchronous trainings	<ul style="list-style-type: none"> Pre-recorded training videos Training handouts
Evaluation-related handouts and tools	<ul style="list-style-type: none"> Data collection tools Best practices Guides Examples
Grant-related resources	<ul style="list-style-type: none"> Benevity Reference Guide Blank impact report templates Evaluation plan template and overview

Monitoring and Reporting

In order to monitor technical assistance and training, the Evaluation Team utilizes post-training surveys, training attendance, and an internal technical assistance tracking database to capture information about the technical assistance provided to grantees. The Evaluation Team provides The Cigna Group Foundation with a biannual *HKFOF Technical Assistance & Capacity Building Dashboard* each fall and spring reporting on the grantee supports provided to date. The dashboard includes:

- Summary of evaluation supports conducted (e.g., # of kick-off calls, # trainings, # reports reviewed)
- Extent of grantee engagement with offered supports (e.g., # of office hour attendees, average # trainings attended by individuals)
- Feedback from training satisfaction surveys

Adapting and Improving

The Evaluation Team utilizes feedback from The Cigna Group Foundation and past grantees in addition to observations from grantee reports to inform technical assistance and training supports provided each grant cycle. This approach summary will be updated if or when major changes are made based on this continuous quality improvement.

Grantee Cycle Calendar

* Evaluation Learning Series webinar

	August Grantee Cycle	January Grantee Cycle
Dec	Invitations Sent	
Jan		
Feb	Proposals Submitted	
March	Proposals Reviewed	
April	Proposals Reviewed	
May	Awards Announced	Invitations Sent
June	Orientation, Evaluation Resources Shared	
July	Evaluation Planning	Proposals Submitted
Aug*	Implementation Begins, Evaluation Planning	Proposals Reviewed
Sep		Proposals Reviewed
Oct*		Awards Announced
Nov		Orientation, Evaluation Resources Shared
Dec*		Evaluation Planning
Jan	Benevity Training	Implementation Begins, Evaluation Planning
Feb*	Office Hours & Interim Reports	
March	Review Reports & Follow-Up TA	
April*		
May		
June*		Benevity Training
July	End Implementation	Office Hours & Interim Reports
Aug*	Office Hours & Final Reports	Review Reports & Follow-Up TA
Sep	Review Reports & Follow-Up TA	
Oct*		
Nov		
Dec*		End Implementation
Jan		Office Hours & Final Reports
Feb		Review Reports & Follow-Up TA