



Evaluation Report Fiscal Year 2021-2022

A Report on Progress and Achievements
of Vitalyst's Grant Partners

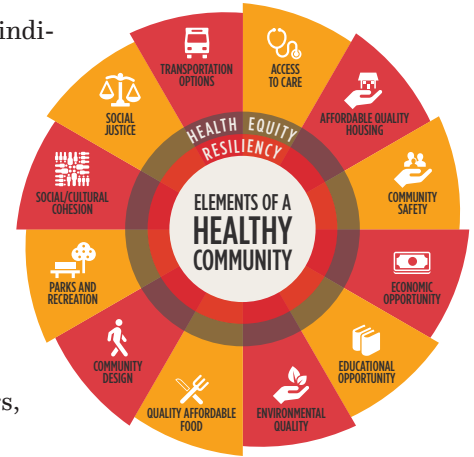
Introduction

Vitalyst Health Foundation is an independent, non-partisan public foundation that has invested more than \$130 million in the state and over time, it has established itself as a thought leader, convener, and catalyst to improve community health and well-being in Arizona.

Vitalyst’s mission is to connect, support, and inform efforts to improve the health of individuals and communities in Arizona. It is doing so by advancing three goals:

- **Collaborative Networks** working to improve the conditions that impact health
- **Strong Community Partners** equipped to advance health equity
- **Informed Decision-Makers** prioritizing community health and well-being

Since 2016 Vitalyst has been collaborating with partners statewide using the Elements of a Healthy Community wheel, which is inspired by the work of the World Health Organization. Vitalyst believes that health is more than healthcare—the well-being of a community is influenced by multiple social and economic factors, such as housing, food access, social justice, and educational opportunity.



Vitalyst Health Foundation has partnership opportunities across Arizona. We offer capacity building resources for nonprofits and provide grant support to organizations who share our mission. A brief description of our grant programs is shown below.

FIGURE 1 Support Provided with Responsive Grants

Grant	Description	Amount
Spark Grants	Support for collaborations in the planning phase of their journey to address systems change.	One-year awards, up to \$25,000
Systems Change Grants	Catalyze collaborative work that transforms systems through changes to policies and practices to improve the health of our communities.	Three-year awards, up to \$175,000
Technical Assistance Grants	Support for community-based leaders, organizations, and coalitions to build organizational capacity with the help of local consultants.	Varies
Medical Assistance Grants	Support to community partners assisting Maricopa County residents who are low income with direct service and equipment for vision, hearing, heart/lung, and substance abuse.	Varies
Advocacy & Public Policy Grants	From developing strategy to conducting research to grassroots or direct lobbying, we support organizations advancing issues aligned with Vitalyst’s Public Policy Agenda.	Up to \$10,000

A NOTE ON THE DATA

The information on this report was gathered through the input provided by grant partners on their reports. Common themes on their activities and areas of work were coded through a qualitative analysis of their responses. The demographic information related to the organizational leadership and populations served is self-reported and its submission is voluntary at the time of application. There were a total of 45 organizations reporting this information out of the 60 partners across our Spark, Systems, and Technical Assistance grants. The demographic information does not include Medical Assistance Grant partners because it had not been collected through our previous application system, but it will be available for applicants starting in 2023.

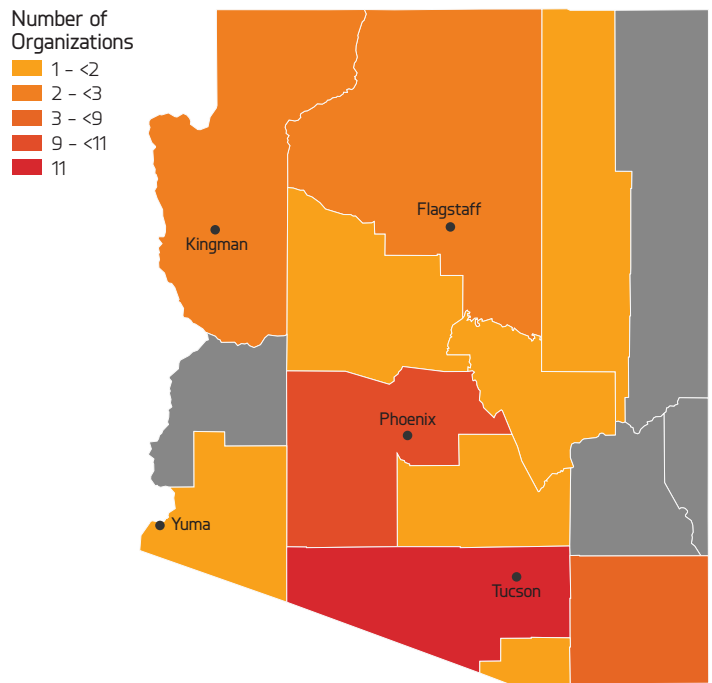
Equity is at the core of Vitalyst’s work. We recognize that there are significant health inequities across different ethnic and racial populations and that it will take intentional effort and funding to decrease this gap. Collecting demographic information is one of the ways in which we are committed to hold ourselves accountable in addressing disparities. However, to fully understand the impact of our work in supporting BIPOC (Black, Indigenous, and People of Color)-led nonprofits and communities, it might take a much more detailed, comprehensive review of Vitalyst’s past and present grant partners. This report offers only an initial insight on the demographics reached throughout this fiscal year.

Report Highlights

During this past fiscal year (July 2021-June 2022), grant partners worked on a variety of ways to improve the well-being of their communities. This report highlights their achievements, learnings, and common trends. Some highlights include:

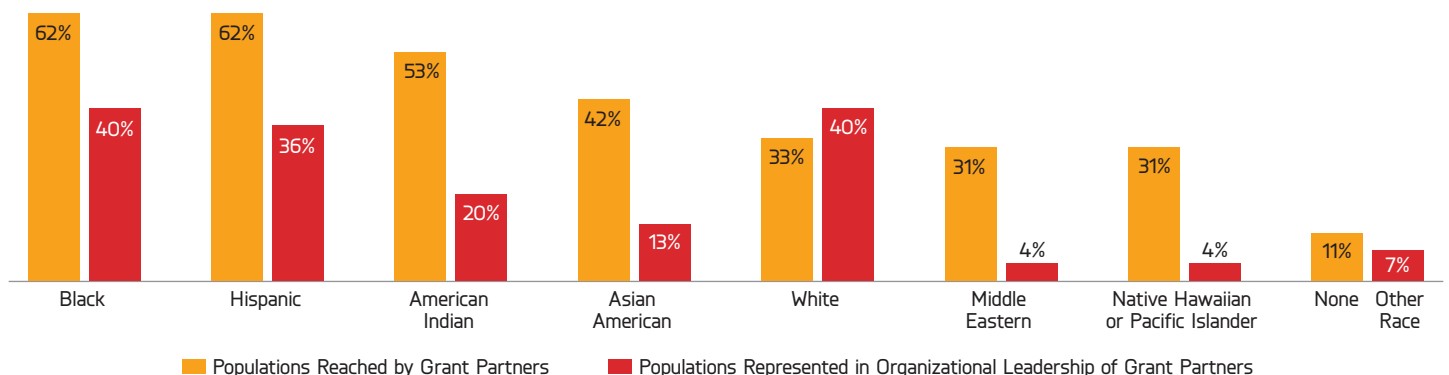
- There were a total of **60 active grants**, including: Systems Change (6), Spark (8), Medical Assistance (11), Technical Assistance (30) and Public Policy & Advocacy (5) Grants.
- All **Systems Change Grant** partners are working to leverage change by addressing policies and practice, while 60% are addressing specifically resource flows (how money, people, knowledge, information, and other resources are distributed¹).
- About **90% of Spark Grants** had a focus on social justice and aimed to **tackle inequalities** in a systemic way.
- **Medical Assistance Grants** supported low-income Maricopa County residents and contributed towards the provision of over **100 eyeglasses** and devices, more than **70 hearing aids**, as well as **76 medical consultations and screenings**.
- Most organizations who received a **Technical Assistance Grant** used the funding to conduct **strategic planning**, build a **fundraising** plan, and develop organizational **leadership**.
- Feedback from our grant partners shows **overall satisfaction with Vitalyst’s** role in their projects. Specifically, they appreciated staff’s open communication, flexibility, and easy reporting process.
- Spark, Systems Change, and Technical Assistance **Grant partners report intentionally serving mostly Black, Hispanic, and American Indian communities**. Their organizations are mostly led (at CEO/Board of Directors’ level) by people identifying as **Black, White, and Hispanic**.
- Vitalyst’s grant partners are working across the state. About 60% of Spark, Systems Change and Technical Assistance Grant partners are working across the state of Arizona, whereas the rest are focusing their work in specific areas. During this year, **Pima County was one of the areas where most organizations focused their efforts**. The map to the right illustrates the counties where organizations are conducting their work.

FIGURE 2 Where Are Our Partners?



1 Kania, Kramer, Senge 2018 for FSG. *The Water of Systems Change*.

FIGURE 3 Populations Reached and Organizational Leadership of Grant Partners



Results are based on the 45 out of 60 organizations who received a Spark, Systems Change, or Technical Assistance grant and submitted demographic information for their organizations.

Systems Change Grants

Vitalyst’s Systems Change Grants are three-year awards up to \$175,000 that aim to improve the health of our communities by transforming policies and practices. They are collaborative in nature, engaging key stakeholders who are working towards the same change.

During fiscal year 2021-2022 Vitalyst had six active grants, three of them were on their first year and the other half on their second. The total amount awarded over three years is \$1,009,948.

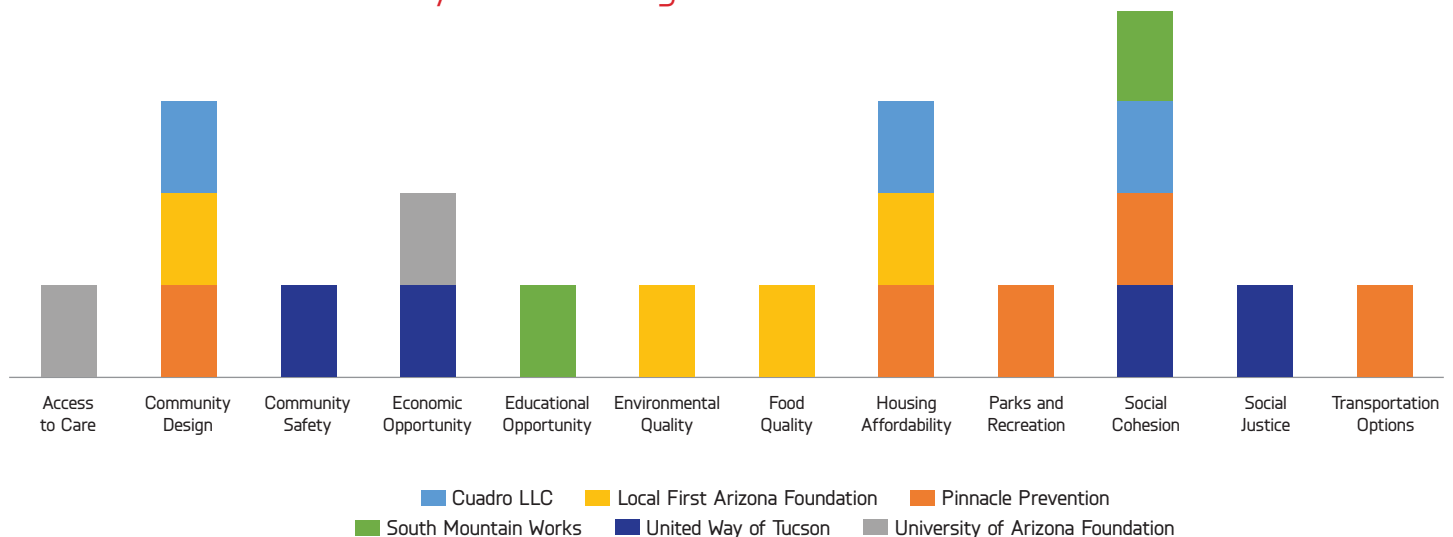
Highlights

- During fiscal year 2021-2022 there were a total of six active Systems Change Grants.
- Grant partners addressed on average three or more Elements of a Healthy Community wheel to achieve their desired change.
- All Systems Change Grant partners worked to leverage change by addressing policies and practices. About 60% addressed specific resource flows².
- The most common ways in which they worked towards systems change were conducting outreach, trainings, and research.

Although their efforts were mainly intended to leverage change in specific issues, their approach to work was multidisciplinary in nature. The graph below shows a representation of how most projects touched on more than one element of the Elements of a Healthy Community wheel. For instance, Pinnacle Prevention’s project to shift the way in which rural communities fund and invest in the built environment, is touching on different elements: transportation, housing, community design, parks and recreation, as well as social cohesion.

² Kania, Kramer, Senge 2018 for FSG. *The Water of Systems Change*.

FIGURE 4 Areas of Focus – Systems Change Grants



Systems Change in Action

Systems change is about shifting the conditions that are holding a problem in place³. Kania, Kramer, and Senge (2018) offer a framework specifically for foundations who are working towards systems change. They identify several conditions as having a significant role in creating systems change (policies, practices, resource flows, relationships and connections, power dynamics, and mental models). Using this framework, Vitalyst's Systems Change Grant partners worked towards change by addressing a combination of the conditions below:

Policies. All Systems Change Grants would like to see their desired change formalized through policy implementation.

Practice. All Systems Change Grant partners worked on some level to address the specific activities of agencies, institutions, coalitions, or networks that impact their desired change. The End-of-Life Care Partnership led by United Way of Tucson and Southern Arizona, for instance, aims to transform youth bereavement services for Pima County Juvenile Justice Courts. This year they were able to modify the internal practices at the Pima County Detention Center by adding a question during intake stage that determines whether a significant death has occurred in the life of the person. Thanks to this, officers can now provide referral for bereavement support services to youth who have had a recent loss in their lives.

Resource flows. About 60% of organizations have done work during this fiscal year to address how money, people, knowledge, and information are allocated and distributed. The most common way in which grant partners did this is by organizing focus groups and information sessions, directly targeting the populations who are most affected by the issue. For instance, Cuadro LLC conducted sessions to address questions about the new ordinance in Tucson allowing the construction of Accessory Dwelling Units (ADUs). In these events, people were able to ask questions and then disseminate the newly acquired information with other neighbors. These meetings allowed residents to gain knowledge on how to build a unit in their own ADU and start planning the construction by their own.

Relationship and connections. Another condition for systems change is related to the quality of connections and communication across actors in the system, especially among those with differing histories and viewpoints. Systems Change Grant partners pursued this condition through collaboration with other partners. Collaboration is one of the required elements of System Change Grants, with one of our grant partners, calling it "the blood of this project." All grant partners have established a formal coalition or collaborative with other nonprofits, state, and local agencies. On average, each System Change Grant partner collaborated with 14 other partners during this past fiscal year.

Systems Change Grant partners are working towards systems change mostly by implementing the following activities:

- **Outreach** – 100%. All partners conducted outreach by either organizing information sessions, sending newsletters, and/or disseminating information to inform community members, partner organizations, and policy makers.
- **Trainings** – 60%. These are hands-on learning sessions for community members, state agency employees, or community-based organizations to learn new skills or refine old ones.
- **Research** – 50%. Organizations conducted focus groups and sent surveys to gain input from people with lived experience to inform their action plan.

A detailed description of the achievements for each grant partner, as shared in their annual reports, is shown on the following page.

³ Social Innovation Generation (SIG) quoted in Kania, Kramer, Senge 2018 for FSG. *The Water of Systems Change*.

FIGURE 5 Achievements by Systems Change Grant Partners

GRANTS ON YEAR 1 (Awarded in Fiscal Year 2020–2021)	
Organization	Achievements
<p>Cuadro LLC The grant is supporting efforts to explore and develop an Accessory Dwelling Unit (ADU) program to increase access to affordable quality housing and alleviate the housing crisis in Tucson.</p>	<p>Contributed towards the passage of the ADU ordinance in Tucson.</p> <p>Developed one information session on the new ordinance with over 245 registrants.</p> <p>Launched a focus group series with 144 participants to identify the largest barriers between Tucsonans and their ADU (or Casita) construction. The sessions offered live Spanish translation.</p> <p>Started compiling a referral list for local contractors and a dedicated website for the project growing list of community resources.</p>
<p>Local First Arizona Foundation/ Coalition for Farmland Preservation The coalition is focused on creating statewide policy recommendations that lead to permanent changes that improve food access, build a sense of place, and mitigate climate changes.</p>	<p>Ensured three at-risk farms continued their operations.</p> <p>Completed Maya’s Farm Conservation Easement.</p> <p>Completed 11 presentations for policy makers, webinars, and community meetings.</p> <p>Collaborated with Maricopa County Parks & Recreation Department to provide input on how agriculture plays a role in open space preservation.</p> <p>Provided input for Mohave County groundwater legislation hearing.</p>
<p>University of Arizona Foundation The University of Arizona Foundation is changing Medication for Opioid Use Disorder (MOUD) treatment away from the current criminal justice orientation to an equity-based chronic health model with expanded access.</p>	<p>Established a collaborative with MOUD providers, patients, people with lived experience, harm reduction partners and researchers.</p> <p>Completed 131 interviews with people on MOUD during COVID.</p> <p>Completed a statewide survey of MOUD providers and are in the process of analyzing the data.</p>
GRANTS ON YEAR 2 (Awarded in Fiscal Year 2019–2020)	
Organization	Achievements
<p>Pinnacle Prevention Pinnacle Prevention wants to change the way in which rural communities fund and invest in the built environment and recreation opportunities for residents.</p>	<p>Raised additional money for the City of Globe to reopen the community center pool.</p> <p>Assisted Maricopa County Trail and Park Foundation and Sun Corridor Trail Alliance to help with building better community relationships among the Maricopa trail.</p> <p>Documented policies, processes, and funding of the Arizona Department of Transportation for active transportation.</p>
<p>South Mountain WORKS Coalition/ Southwest Behavioral & Health Services The Coalition aims to create a safe, resilient, and trauma-informed community school system focused on overall health and well-being of South Mountain by changing local policies and practices to address inequities of children and families who have experienced ACEs or trauma.</p>	<p>By print date we have not received the annual report from this grant partner. Staff continues to engage and outreach partners to assist as we can.</p>
<p>The End-of-Life Care Partnership/United Way of Tucson and Southern Arizona The End-of-Life Care Partnership centers direct input from youth to develop, implement, and evaluate youth bereavement services for Pima County Juvenile Justice Courts.</p>	<p>Developed, approved, and implemented a question for youth who is referred to the Pima County Detention Center. Probation officers can now determine whether a significant death has occurred and provide a referral for bereavement support services.</p> <p>41 youth signed up for bereavement support groups.</p> <p>10 additional probation officers received bereavement training.</p>

Spark Grants

Spark Grants are one-year awards up to \$25,000 that support collaborations in the planning phase of their journeys to address systems change. These grants are intended to fund the time for partners to figure out solutions that will generate systems change, not to fund an already identified solution. During fiscal year 2021-2022 there were a total of eight Spark Grants totaling \$160,000.

Highlights

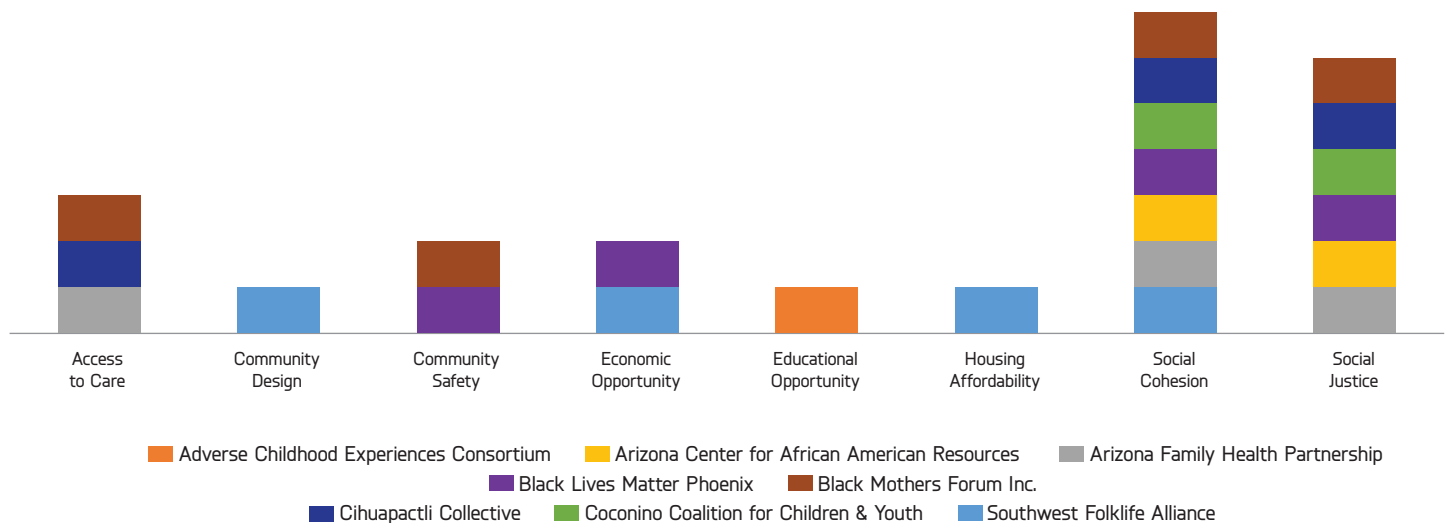
- 90% of the projects had a focus on addressing social cohesion to find solutions to tackle inequalities in a systemic way.
- Spark Grant partners used their resources to research more about how their systems change should happen (70%) and mapping existing resources (50%).
- About 90% of organizations have been able to identify next steps in their journey towards systems change.

The graph below shows a representation of how each project touched on more than one element of the Elements of a Healthy Community wheel. As shown, most organizations had a common focus on their work: addressing social cohesion and social justice. These organizations focused on addressing racism and discrimination by fostering economic opportunities for Black and Latino communities, improving emergency response systems to decrease police violence, addressing disparities in maternal health outcomes for Indigenous mothers and children, and building trauma-informed communities.

How are organizations using their Spark Grants?

Researching. About 70% of grant partners conducted research to better understand the next steps in their systems change journeys. For instance, the Arizona Family Health Partnership launched the Youth Health Equity Project to better understand, and ultimately change, the factors that contribute to poor outcomes for adolescents in Arizona. The group, which included experts in clinical practice and public health, conducted research on the existing frameworks and available data on the subject, paying particular attention to youth belonging to historically marginalized groups. Through their work, they identified over 20 shared themes and health indicators that need to be prioritized to positively impact adolescent health in Arizona.

FIGURE 6 Areas of Focus – Spark Grants



Grant partners also conducted focus groups and organized community meetings to collect information and brainstorm solutions directly with their communities. For instance, the Coconino Coalition for Children & Youth received a \$20,000 grant to gather information on how to address mental, physical, and spiritual trauma in their community. During this year, the Coalition completed key informant interviews with 126 individuals across the county from 16 different organizational partners. They identified five main concerns as well as five key strengths inside of their communities. Community members felt that their voice mattered.

Mapping resources. About 50% of organizations created lists, repositories, and maps to show what are the existing resources in their communities. For instance, Southwest Folklife Alliance created an open-source interactive map of areas of interest in Tucson identifying vacant lots, information about zoning areas, business types, and community resources. The map is currently being used to share information about how cities are zoned and how these regulations impact citizens’ lives.

Identifying next steps. About 90% of organizations identified next steps in their projects. Some have identified policy-related changes, such as the necessity of making policy using a trauma-informed lens. Others are thinking of incorporating solutions that have been already applied elsewhere and could be replicated in Arizona. For instance, the Arizona Center for African American Resources believes that the implementation of a Cultural Brokers program in Arizona could help bring community members’ perspective when Black families are interacting with staff from the Department of Child Safety. This program has been implemented in California, and it showed a positive impact in decreasing the overrepresentation of African American children in the foster care system.

Below follows a summary of achievements during this fiscal year, as shared by Spark Grant partners in their final reports.

FIGURE 7 Achievements by Spark Grant Partners

Organization	Achievements
<p>Adverse Childhood Experiences (ACEs) Consortium The Consortium received a Spark Grant to establish a Resilience Coordinating Council (RCC) and determine next steps to mobilize support for policy changes and create trauma-informed schools.</p>	<p>Created a baseline level of understanding for educators on trauma sensitive schools practices, including 12 hours of staff training, an hour and a half for administrators, and three hours for youth.</p> <p>Hosted 8 educator focus groups to discuss educator wellness and strategies to assist administrators in policy changes.</p> <p>Created a survey to school administrators which identifies their trauma sensitive implementation in their schools, funding sources, and willingness for additional support.</p>
<p>Arizona Center for African American Resources The project aimed to discuss strategy and develop a plan to address the long-standing disparities impacting the Black community related to child and family involvement with Arizona Department of Child Safety (AZDCS). In Arizona, the Black population represents approximately 4% of the total. Yet, Black children currently in the custody of the AZDCS make up a staggering 16%.</p>	<p>Held listening sessions with former judges, attorneys, and social workers to gather perspectives on the disparities in the Black community. They identified the need for more racial bias training and to give families a more needs-based approach instead of a punitive one.</p> <p>Increased visibility and connection between families and providers. The Center has started to connect trusted organizations to create an asset map of existing resources.</p> <p>Convened system leaders and community members to discuss findings, review data and develop a plan of action through monthly meetings with AZDCS.</p>

Organization	Achievements
<p>Arizona Family Health Partnership The project aimed to identify solutions and systems level changes that effectively improve adolescent health outcomes.</p>	<p>Launched the Executive Planning committee called the Youth Health Equity Project (YHEP). This group of experts across clinical practice, health policy, and public health convened to learn and understand what contributes to health disparities for youth.</p> <p>Engaged in dialogue, research, and analysis to advance the fair distribution of resources and opportunities across social groups. Particular attention was given to LGBTQIA+ youth, youth in rural areas, youth with incarcerated parents, youth who are not enrolled in school, and youth from racial and ethnic minority groups.</p> <p>Identified over 20 shared themes and health indicators that need to be prioritized to positively impact adolescent health in Arizona through enhanced quality, access, and coordination of care.</p>
<p>Black Lives Matter Phoenix The Spark Grant was used to understand how to create systemic change around deployment of first responders to community and individual health crises in the City of Tempe through a restructuring of the budget.</p>	<p>Assembled a design team of about 7 people, hired a facilitator and worked on building the infrastructure for the Peoples' Budget Campaign.</p> <p>Surveyed 400 of the most marginalized community members in Tempe. From these results two reports were compiled: one for the City Manager and Chief Financial Officer of the City of Tempe ahead of their budget recommendations; and the second report was provided to the City Council and Mayor next to the City's budget recommendations.</p>
<p>Black Mothers Forum, Inc. The Black Mothers Forum received a grant in support of their work to end police involvement in non-violent and non-criminal incidents in our community.</p>	<p>Through Black Mothers Forums partnership with Jacob Raiford & Samuel Merton (We Rising), Kenneth Smith and Sarah Tyree (Unity Collective), they were able to help move the Neighborhood Organized Critical Assistance Phoenix (NOCAP) forward as a part of Saving Our Youth Project through assisting in identifying community partners willing to be first responders.</p> <p>Submitted a list of social workers, mental health care providers and substance abuse providers to add to the NOCAP team.</p>
<p>Cihuapactli Collective As members of the Maternal Mental Health Task Force for the Arizona Department of Health Services (ADHS), the partners are working to increase the capacity and effectiveness of existing community mental health and medical structures that provide services to pregnant, birthing, and postpartum women of color.</p>	<p>Worked with community organizations and individuals in a 12-month planning process.</p> <p>Determined the importance of impacting structural change by increasing the availability of services for families and providing a continuum of care from pregnancy to one year postpartum.</p>
<p>Coconino Coalition for Children & Youth The project aimed to gather information and grow partnerships that would provide the necessary understanding of where system or policy change could lead to addressing mental, physical, and mental trauma in Coconino County.</p>	<p>Completed key informant interviews and small trusting focus groups with 126 individuals across the county from 16 different organizational partners representing system-involved youth, rural communities and BIPOC communities.</p> <p>Identified five themes of concerns and well-being for Coconino County youth.</p> <p>Conducted a historical trauma event to gather input from participants on the system change needed.</p>
<p>Southwest Folklife Alliance The Alliance's project aimed to engage residents in Tucson Southside "La Doce" in finding solutions and engaging in issues related to gentrification, economic development, and community well-being.</p>	<p>21 community leaders engaged in research; 72 community members engaged through surveys.</p> <p>Created a map displaying existing resources to build knowledge and policy recommendations with residents.</p> <p>Conducted a Youth Leadership Program. Participants learned about power and political organizing as well as sustainable health and wellness strategies.</p> <p>Conducted "an exercise in radical imagination." Community members were encouraged to design spaces that met their individual and communities' needs.</p>

Medical Assistance Grants

Vitalyst’s Medical Assistance Grants are meant to provide hearing, vision, heart and lung, and substance use services to low-income, underinsured, and uninsured residents in Maricopa County. These grants come from restricted funds that were transferred to Vitalyst with the sale of the St. Luke’s Health System. During this fiscal year, there were a total of eleven Medical Assistance Grant partners.

Total Funding per Category

Vision	\$168,000
Hearing	\$220,288
Substance Use	\$17,000
Heart and Lung	\$70,000
Total	\$475,288

Highlights

- Funds contributed to the provision of over 100 eyeglasses and devices, more than 70 hearing aids, and 76 medical consultations and screenings.
- Some organizations encountered issues getting referrals to their services because of COVID-related closures. Working directly with community health programs could be a good way to address this challenge.
- Two systems change or policies that would help increase the impact of their work are increasing access to care and expanding the role of Community Health Workers in the healthcare system.

Partners identified two main areas of opportunity to increase their work on a wider scale. One of these is increasing the number of patients’ referrals. Due to distance learning, organizations that worked through school-based referrals had difficulties identifying kids in need of hearing checkups or specialized eye visits. For instance, the Alhambra School District shared that only 1/3 of clients who were referred to get eyeglasses did so, even if everything was already paid for. Organizations who worked with elder populations and visited nursing homes to complete hearing aids fittings or check-ups also encountered similar challenges. Many older patients are still apprehensive of receiving in-person services for fear of contracting COVID. One organization said that working with community health programs had been a good way to increase referrals. Another way in which organizations are trying to increase the reach of their work on a wider scale, is by providing services in languages other than English. Some are already providing services in both English and Spanish, but one organization identified the need to expand to even more languages to reach more people.

When asked, three of the grant partners identified two possible systems changes or policies that would help increase the impact of the work: increasing access to care and expanding the use of the community health worker model in the health-care system. Two organizations shared that if more people had access to medical care, they would be able to help even more people. One way to do this is by ensuring that everyone who qualifies is on Medicaid. The second systems change, identified by one organization, is to expand the role that Community Health Workers have in organizations and state agencies. The model has been an effective way for them to inform people on health-related issues and it could be expanded by increasing the number of full-time paid positions in different agencies.

During this fiscal year, Medical Assistance Grant partners were able to provide a variety of services. Funds contributed to the provision of over 100 eyeglasses and devices, more than 70 hearing aids, and 76 medical consultations and screenings. A summary of the overall efforts for each organization is shown on the following page.

FIGURE 8 Achievements by Medical Assistance Grant Partners

Organization	Achievements
HEARING	
AT Still University Arizona School of Health Science – \$50,288	Grant funding has helped children and seniors in Maricopa County to have hearing screenings and follow-ups when needed. Visits to schools and nursing homes were conducted by eight PhD students and one supervisor, but they had to stop for a few months due to COVID. During this fiscal year, ATSU conducted over 3,000 screenings. Diagnostic clinical services were provided to numerous patients/families and nine patients were fit with amplification and received follow-up care.
EAR Foundation – \$170,000	EAR provides hearing screenings and aids to children before they turn 6 months, which allows them to stay on track with developmental goals, such as speaking. Because babies grow fast, they need to be re-fitted for their aids often. This can be very costly for families. EAR also shared the story of a patient who received hearing aids at a very young age and has now become a singer—this story highlights the importance of early screenings. Vitalyst funds contributed to the provision of 70 hearing aids, 50 earmolds, and 50 loaned aids.
Lion Sight & Hearing Foundation – \$6,822 (carry forward from previous fiscal year)	Vitalyst grant contributed to expenses related to the “Sounds for Life” project. The program is designed to deliver hearing screenings, aids, implants, or surgery to underserved children.
HEART AND LUNG	
Maricopa County Dept of Public Health – \$70,000	Vitalyst’s grant is supporting cardiovascular screenings in the community with an LDX machine, which is used to test cholesterol. This funding has been very important to provide direct service, which is often very difficult to do via other sources of funding.
SUBSTANCE USE	
Crossroads – \$17,000	With a capacity of 400 beds, Crossroads offers in/out-patient substance use treatment to uninsured and underinsured patients. In the early years of the program, Vitalyst’s support helped the organization transition from a halfway house to a treatment center. Since the beginning of the fiscal year, Vitalyst’s funds contributed to the treatment of 12 people.
VISION	
Alhambra School District (ASD) – \$5,000	The grant provides vision screening services and eyeglasses for school-aged children. If needed, they are referred to a nearby Costco where they can get a free visit and a pair of glasses. During this year, ASD provided 14 eyeglasses and consultations thanks to Vitalyst’s funds.
American Academy of Pediatrics – \$8,000	Vitalyst’s grant to the American Academy of Pediatrics of Arizona is helping families cover vision-related expenses for their children. The program is part of their medical services project, which connects children who are uninsured or underinsured to healthcare providers. Since the beginning of the fiscal year, Vitalyst funds contribute to 58 pair of eyeglasses.
Area Agency on Aging – \$15,000	The Area Agency on Aging provides vision checkups and eyeglasses to low-income, uninsured seniors. Since the beginning of the fiscal year, Vitalyst funds contributed to 31 pair of eyeglasses and 29 eye exams. The Area Agency on Aging also shared that many clients told them that using glasses has changed their lives for the better.
Arizona Center for Blind & Visually Impaired – \$80,000	Vitalyst’s grant provides comprehensive care and case management to the blind and hard of hearing. Services include job training, a social recreation program for the elder, and transportation options so that people don’t have to rely on Dial-A-Ride.
Foundation for Blind Children – \$50,000	The Foundation for Blind Children provides medical attention and resources to patients ages 0-102 who are blind or have low vision. Vitalyst funds are used to cover biopics—magnifying lenses that are attached to the patient’s eyeglasses and allows them to see and continue their day-to-day lives. They shared a story of a woman who started to show signs of vision loss, came in for a visit, and shortly after received devices that allowed her to see better and continue to drive. In fiscal year 2022, Vitalyst’s funds covered the expenses for 16 eyeglasses, 16 low-vision aids, and 33 eye consultations and exams.
St. Vincent de Paul – \$10,000	Vitalyst’s grant supports St. Vincent de Paul’s (SVDP) eye clinic, which provides services to the underinsured and uninsured. Patients often times get lost in the referral cycle, but SVDP can refer them to specialists in-house and give them the services they need on the spot. The eye clinic is also an entry point for SVDP’s family center, which helps people manage other chronic conditions such as diabetes.

Technical Assistance Grants

Vitalyst’s Technical Assistance Grants give support for community-based leaders, organizations, and coalitions to build organizational capacity. During this fiscal year, Vitalyst provided a total of 30 Technical Assistance Grants to organizations so that they could work one on one with a consultant to build a plan and address their specific needs. The total amount disbursed was \$245,311, averaging \$8,477 and a duration of 5 months per grant partner.

Highlights

- Most organizations who completed the Nonprofit Lifecycles Self-Assessment⁴ were in the Startup phase.
- Organizations that received a Technical Assistance Grant used the funding mainly to conduct strategic planning, build a fundraising plan, and foster organizational leadership and development.
- 90% of organizations receiving Technical Assistance Grant agreed or strongly agreed that they were satisfied with Vitalyst’s involvement in the process. Some would like to see more involvement from Vitalyst either through check-ins or networking opportunities. Results are based on the 23 organizations who submitted a close-out survey at the end of their grant.

At intake, ten out of the 30 organizations who received a Technical Assistance grant completed the Nonprofit Lifecycle Self-Assessment to better determine their needs and areas of development. Most organizations who received a Technical Assistance Grant were in the Startup phase. They reported to have programs, governance, and financial resources that were not fully developed and in the initial phases of formation. Organizations also expressed the need to find various sources of income for long-term planning and secure diverse streams of revenue. They also identified the need to increase staffing and build a stronger organizational leadership. The table below shows the overall results identifying the specific Nonprofit Lifecycle stage for the organizations that completed the assessment.

⁴ Susan Kenny Stevens. *Nonprofit Lifecycles: Stage-based Wisdom for Nonprofit Capacity*. Ten of the 30 organizations that received a Technical Assistance Grant completed the assessment.

FIGURE 9 Nonprofit Lifecycle Stage

Phase	Percent of Organizations in this Phase
Startup Usually the initial phase in the lifecycle of a nonprofit, characterized by high-energy but limited resources and staff.	44%
Growth The organization’s services are being accepted, demanded, and are expanding in the community.	22%
Maturity Organizations have reached a point of balance; their programs and fundraising strategy are recognized and well-established.	11%
Turnaround Organizations are looking for ways to restore, gain momentum, and strengthen their leadership so that they can better adapt their programs to meet community needs.	22%

Upon completing the Nonprofit Lifecycles Assessment, organizations were able to identify their specific needs. Vitalyst's support can be summarized into three main categories:

Strategic planning. Most organizations received assistance to build a strategic plan, outline priorities, and plan programming. This was accomplished by conducting interviews with staff, board members, and clients to better understand how to shape organizational priorities and serve community needs. For instance, JobPath received a \$15,000 grant to learn how they could better center the voices of program participants and incorporate Inclusion, Diversity, Equity, and Access (IDEA) values throughout their organization. The consultant conducted interviews with current and former JobPath participants to understand their experiences and better shape future programming.

Fundraising. Organizations received Technical Assistance Grants to refine their fundraising and marketing strategy and ensure long-term funding sources. For instance, the LGBTQ Awareness Group of Arizona received a \$9,935 grant to build organizational capacity to secure funding for vital projects. The consultant worked with the organization to create detailed budgets for each project in need of funding, conduct prospect research to uncover funders with a mission fit, and create a grant calendar of viable opportunities to pursue.

Leadership and governance. Another highly requested area of assistance was to develop a plan to strengthen organizational governance. For instance, Sonoran Glass School received a \$3,000 Technical Assistance Grant to complete and implement a board operational plan for recruitment, orientation/onboarding, and programmatic evaluation. The grant also included a minimum of five hours in Executive Coaching and Strategic Thinking partnership sessions.

Working with Vitalyst

Vitalyst's role in drafting the scope of work. Through Technical Assistance Grants, Vitalyst either contracts directly with consultants that work on behalf of the partner organization or provides the partner with a grant to compensate a consultant. Contracting is most often done as we work with grassroots, community-based organizations who may not have the infrastructure to contract, invoice, and track reporting. Some consultants expressed that sometimes this caused administrative and communication issues that prevented a smooth implementation of the project. Moving forward, Vitalyst staff will play a bigger role in determining if the grant partner should receive the grant directly or if we should contract with the consultant instead. If a grant is provided, Vitalyst staff will play a bigger role in still working closely with the consultant to ensure the success of the partnership.

90% of organizations receiving Technical Assistance Grant agreed or strongly agreed that they were satisfied with Vitalyst's involvement in the scope of work and considered it an easy process. Specifically, respondents appreciated staff's assistance, open communication, flexibility, and ability to connect organizations to consultants who meet their specific needs. Consultants specifically appreciated Vitalyst's flexibility to help them draft a scope of work and the freedom they were given to choose the most suitable plan of action for the organizations they worked with.

What was great about the partnership. Grant partners appreciated consultants' knowledge and expertise in their fields as well as the ease of communication. Consultants appreciated how the people they worked with had a strong passion and commitment to their organizations' missions.

What could have been improved. Survey results show that some consultants would like to establish a check-in between them, the organizations they are working with, and Vitalyst.

Compensation. All Technical Assistance Grant Partners and 90% of consultants thought that Vitalyst's compensation was fair and fairly matched the work they had to conduct.

Reporting and invoicing. Most grant partners and consultants think that the reporting and invoicing process were easy. Specifically, they found the process to be overall straightforward, without any major requirements. One consultant pointed out that the clarity of the scope of work made it easier to complete the reporting.

Technical Assistance Grant Partners Fiscal Year 2021-2022

ORGANIZATIONS

Abolish Private Prisons
Achieving My Purpose
Arizona Community Health Workers Association
Arizona Diabetes Coalition
Arizona Housing Coalition
Aunt Rita's Foundation
BorderLinks
Casa de la Luz Foundation
Community Foundation for Southern Arizona
Family Resource Network
Flagstaff Festival of Science
Friends of Aphasia
Fundamental Needs Inc
Girls Rock! PHX
Groundwork
Jewish Community Relations
JobPath Inc.
KAC Community Consultants
Leadership West
LGBTQ Awareness Group of Arizona, Inc
Living Streets Alliance
Parents of Addicted Loved Ones
PHX Food Co-op
Rehoboth CDC
Sonoran Glass School
Southern Arizona AIDS Foundation
Southwest Black Ranchers
Sun Produce Cooperative
The Human-Animal Connection

CONSULTANTS

Allen Gjersvig
ckSYNERGY
Dorsey & Whitney LLP
El JPR Consulting
Elan Consulting
Geronimo Consulting
Gerst Grants & Nonprofit Consulting LLC
Grants that Go the Distance LLC
Kelly Fryer & Associates, LLC
MXD Arts
Resolute Nonprofit Consulting
RISEevents LLC
Sara Mayer Consulting

Advocacy and Public Policy Capacity Building Grants

Vitalyst offers grants up to \$10,000 for organizations advancing issues aligned with Vitalyst’s Public Policy Agenda. These grants are used to develop strategy, conduct research, and support grassroots efforts or direct lobbying. During fiscal year 2021-2022, Vitalyst provided five of these grants, totaling \$36,384. Organizations worked in different fields including education, housing, children’s advocacy, and access to care.

Prior to consultation with staff, organizations took the Advocacy Capacity Tool (ACT) assessment to better assess their needs and strengths. The assessment measures the overall strength of advocacy domains by analyzing specific capacity indicators. An overview of advocacy domains scores and the capacity indicators can be found on figures 10 and 11 respectively. The domain that scored the highest among organizations was operations to sustain advocacy (68%). What made this the strongest area was organizations’ commitment to advocacy and leadership’s support of the advocacy plans and activities, scoring an average of 85%. The domain scoring the lowest was advocacy avenues (44%), specifically when it comes to organizations’ ability to organize and advance ballot measures and referenda initiatives. This initial set of data suggest a need to provide advocacy capacity building resources across all domains, with a particular emphasis on engaging with various advocacy avenues (i.e., ballot measures, electoral, litigation, administrative and legislative). Other areas of opportunity include developing advocacy agendas/plans and media relations.

FIGURE 10 Advocacy Domains Overall Scores

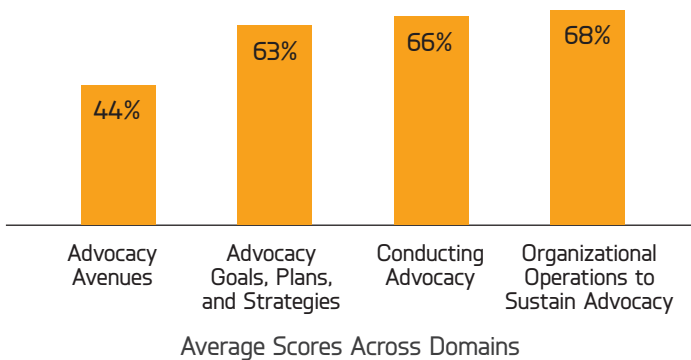
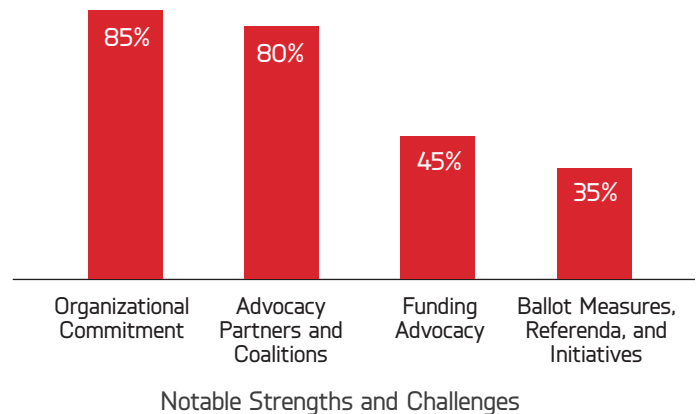


FIGURE 11 Advocacy Capacity Indicators



How did organizations use Advocacy and Public Policy Capacity Building Grants?

Vitalyst’s funding during this fiscal year supported organizations’ internal efforts to build their own advocacy strategy and conduct direct advocacy. Three organizations used the funding to develop internal frameworks and planning. For instance, the Tucson Housing Foundation worked with a consultant to develop a framework and support content development for a public-facing plan that provides clear recommendations and background support for community housing initiatives for older adults. The Arizona Latino Leaders in Education grant helped to plan and lead internal meetings of an internal Equity Task Force to inform the organization’s policy strategy.

Two organizations received funding to conduct direct advocacy through engagements with lawmakers and policy promotion. For instance, Southwest Human Development received a grant to conduct the Strolling Thunder program, which aimed to bring parents with young children to meet virtually with their policy makers in the Arizona Senate and House with the purpose of sharing their experience raising a young child in their distribution.

Conclusion

This evaluation showed that Vitalyst's grant partners are making progress in their areas through collaboration, systems thinking, and by centering community voice. Organizations are satisfied with Vitalyst's role in their projects and appreciate staff's flexibility, open communication, and reporting processes.

Vitalyst aims to practice trust-based grantmaking in its work, including its evaluation process. This report is the result of our grant partners' feedback and we will act to incorporate their input in the way we work. As a result, we commit to:

- Continue practicing open communications and flexibility with reporting. We want to streamline reporting processes and ensure that grant partners have more time implementing their programs and are not burdened by grant requirements.
- Play a bigger role in working closely with Technical Assistance Grants consultants to ensure the success of the partnership between them and the partner organization. Grantees and consultants appreciated Vitalyst's flexibility, but some would like to see even more involvement from Vitalyst.
- Continue to create space for learning and networking events among our grant partners.
- Highlight the work of our partners, by sharing their achievements, events, and news through our social media and newsletters.
- Support, assist, and guide grant partners through the application process. Our updated Discovery process will allow organizations and groups interested in exploring partnerships with Vitalyst to set up an appointment with staff to better assess their needs and find the best resource for their organizations.

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