

## **Proposal for Impact Focused Funding Pilot – Jews in Need**

### ***Grant type 1: direct to eligible organizations***

#### **Overview – “We invest in caregivers”**

Jews care for one another. This is a fundamental value of Jewish life. Minneapolis is fortunate to have a range of organizations that provide support for mental health, aging, financial and food security, accessibility and inclusion, and crisis mitigation.

The services of these organizations are more in demand than ever before:

- Our population is aging, creating increased demand for quality services and resources to support health and well-being for the elderly and their families.
- Mental health across all ages has suffered, intensifying the need for accessible and affordable quality care.
- Financial and food insecurity are hitting more people and lasting longer, due to the combined, long-term effects of pandemic, economic uncertainty, and inflation.

The one element that all of these demands have in common is the capacity of skilled professionals to carry out what our community’s members deserve and need. The Discovery Phase of the Pilot on Impact Focused Funding identified retention and development of professionals in health and human services as a consistent urgent need across our community.

With a focus on investing in the professional caregivers in our partner organizations, our community will build a stronger, more resilient, and healthier community so that we are better to address any element before it becomes a crisis.

#### **Why this focus?**

The quality and availability of elder care, family services, mental health care, support for people with disabilities and other human services depend entirely on the capacity and skill of the professionals providing them.

Without talented, committed caregivers, there is no care.

In health and human services, demand often outpaces capacity, but the imbalance we face today is more acute than ever. Our community’s organizations are unanimous in their reporting of:

- Difficulty attracting candidates for open positions created by staff turnover and demand for services.
- Staff burnout in the face of overwhelming workloads and intensified job stressors.
- Challenge in paying enough to compete with other job opportunities that offer higher wages or more flexibility
- Limited options and resources for professional advancement, continuing education and development that are so critical to the future of care.

“This is not sustainable,” might be the most commonly used sentence in the Discovery Phase.

Leaders in our partner organizations offering social services and health care have affirmed that targeted and sustained investment in retention and development of care-giving professionals is the most important investment our community can make to strengthen their ability to achieve their mission of caring for Jews in need. We need to ensure that a career in giving care to those in need is meaningful, rewarding and respected for the essential, challenging work it demands.

## **Funding**

A common industry standard for a healthy organization's retention and development budget is 1% of salaries and benefits. Organizations often use this as a guideline for gauging what they need to invest in fostering a healthy and engaging work environment.

We used 1% of salaries and benefits for eligible caregiver jobs as a starting point for setting an initial fundraising target to invest in professional caregivers. We further refined that target through close partnership between Community Impact and Philanthropy, to assess sustainable giving capacity in our community.

The resulting fundraising target for Year 1 of the Pilot on Impact Focused Funding is \$50,000, with a commitment for the same or more in 2024 and 2025.

To increase the community's impact on par with our commitment to caregivers without fatiguing or overextending our already generous funders, this proposal asks the Board of Directors commit to supplementing the initial target of \$50,000 with up to a 1:1 match, to create a total funding pool of \$100,000 available for Impact Focused Funding grants in 2024.

Then, in the second and third years of the Pilot on Impact Focused Funding, it requests the Board to commit to similar matches to keep the funding pool to a minimum of \$100,000 for each of the years.

**Approval of these matching funds is at the discretion of the Board.** The intent is for the Board to determine a source and strategy for these matching funds that do not impact the annual campaign achievement and/or other philanthropic priorities.

Note that this funding and grant process is distinct from what is traditionally referred to as "core allocations" to these partners—the unrestricted funding allocated annually from the community campaign. Impact Focused Funding grants will not impact unrestricted allocations for the duration of the Pilot.

## **Grants eligibility**

Initial eligibility for these funds will be these organizations dedicated to Jewish caregiving<sup>1</sup>:

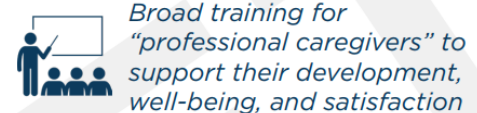
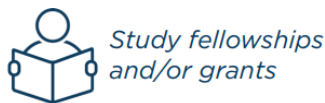
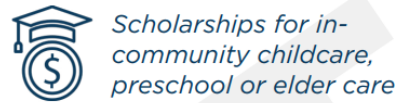
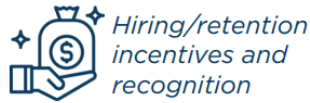
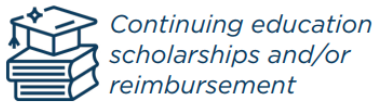
- JFCS
- J-HAP

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<sup>1</sup> Please note: Other Jewish organizations in our community have professional staff responsible for aspects of caregiving, such as mental health and/or inclusion professionals at schools. For the purposes of the Pilot, support for those professionals will be included in the grant programs for which their organizations are eligible (e.g., the Pilot on Impact Focused Funding to invest in education).

- Minnesota JCC (services and programs specific to inclusion, seniors, new Americans, health, etc.)
- Sha'arim
- Sholom

These organizations may apply, individually or in collaboration with each other, for grants to support such things as:



These are intended as examples only; organizations have full discretion on how to use the funds to invest in caregivers, provided they explain their plan/program and their method for measuring its effectiveness over a 2- to 3-year period.

In conversation with partner organizations, some of the initial ideas for use of grant funds include:

- Growth of professional HR staff, expanding capacity and expertise to focus on employee well-being
- Organization-wide initiative on raising employee satisfaction and feeling of purpose/belonging
- Transportation reimbursements
- Paid internships for people considering entering the caregiving professions

Organizations are encouraged to build on initiatives they already have in place, provided these funds are treated as plus-dollars.

### **Partnership**

For the Pilot on Impact Focused Funding to be successful at any level, it is essential that MJF and organizations work closely together to ensure:

- The burden on partners for application and reporting is minimized
- The amount of work involved to apply for and use grants is commensurate with the size of the grant
- Organizations that want/need technical assistance in establishing simple impact metrics have timely access to expertise at no cost to them
- The community achieves the benefits of visioning, executing and learning at a community scale, through centralized resources and analysis of results.

As a pilot effort, participating organizations will also have annual opportunities to provide their formal feedback on the Pilot and recommendations for improvements. We anticipate in fact that annual reporting will be a two-way process, in which both sides of the partnership report to the other and provide direction/feedback to improve the process.

**Timeline**

Once approved, the Pilot on Impact Focused Funding will follow the timeline below. Between April 2025 and March 2026, the cycle of partnership, application, grants, and reporting will repeat.

# Timeline – post-approval



**Grant size and scope**


The fundraising target of 1% of relevant salaries and benefits is not intended to translate into each organization receiving an amount equal to 1% of its costs. However, organizations should keep this guideline in mind when considering the scope of their requests.


Through close partnership, Community Impact and eligible organizations will develop both proposals and process that match effort with grant size and intended impact.


If this proposal is approved, the Pilot on Impact Focused Funding commits to a minimum of 3 years of funding (grants to be awarded in 2024, 2025 and 2026). Our intention is to expand and continue impact funding in caregivers beyond this pilot period.


**Measuring success—what’s the impact?**


Grant recipients may use any logical benchmarks for success, as long as they are measurable. Examples include:


 *Reduced caregiver turnover*

 *Increased number of qualified applicants for open positions*

 *Reduced time-to-hire for open positions*

 *Participation in development programs*

 *Organizational reports of closing the gap between capacity and demand*

 *Increase in ratings on staff satisfaction surveys*

We intend the reporting burden to be minimal, and assistance is available for developing viable approaches to measurement.

**Achievement of target metrics is NOT a requirement for continuation of funding in Years 2 and 3** – we are as interested in learning from what hasn't worked as we are in documenting what does work.

In addition to measuring success at the organization level, we will also collect and review data at the community level. Measures of success may include:

 *More qualified applicants for all open positions across the community*

 *Reduced caregiver turnover across the community*

 *Every participating organization self-reports satisfaction with its use of funding*

## **Proposal supplement: Beyond the Pilot on Impact Focused Funding**

The intent of the Pilot on Impact Focused Funding is to identify one area of investment focus for a three-year period while we test and evolve the process. However, the process unearthed a range of creative ideas, needs, and opportunities for strengthening our community, now and in the future.

Although these opportunities lie beyond the scope of the Pilot on Impact Focused Funding, we will continue to explore and develop them through further partnership with organizations, community dialogue, and research.

### **Additional Support for Jews in Need**

- Centralized hub of information on programs and resources
- Improved visibility, accessibility, and affordability of service programs
- Cultural change to address the perceived stigma of asking for help
- Wider definitions of service eligibility
- New services to address existing limitations and gaps.

These ideas will continue to be explored based on partner interest, funding, and likely impact, beyond the scope of fundraising and grantmaking in the Pilot on Impact Focused Funding.

### **Additional Support for Community Professionals**

The Discovery Phase affirmed that our Jewish community organizations face workforce challenges common to all sectors: limited talent, need for greater attention to employee development and well-being, and healthy workplace relationships.

We have an opportunity as a community to take a more proactive stance in developing and reinforcing careers in Jewish organizations as rewarding, meaningful, and respected.

Some of the ways we might address this opportunity include:

- “New to your job” resources and events for professionals in Jewish organizations
- Mid-career transitions into jobs in community organizations
- Mental health and social support for community professionals
- Expanded availability of grants and vouchers for professionals to use community preschools, elder care, memberships, etc.
- Recruitment, retention, and professional development incentives
- Community-wide public health resources
- Community-wide “Jewish careers week”
- Intern/adjunct/paraprofessional programs to activate the skills, energy, and commitment of young adults in our community (ages 22-35).

Further exploration and development of approaches to building a robust pool of community professionals requires further dialogue and partnership with organizations, professionals themselves, and the broader community outside of the scope of the Pilot on Impact Focused Funding.