## Success Factors: Key Takeaways

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Demographic Data

Expanding and standardizing how we measure poverty in the Jewish community

Context

Jewish communal organizations have a long history of addressing poverty and economic vulnerability in the Jewish community. Though American Jews in general are economically secure, pockets of poverty and economic vulnerability persist in the community, a situation the coronavirus pandemic has certainly made worse.

Over the past few years, there has been a renewed focus on Jewish poverty. In addition to concerted, strategic efforts by a number of Federations, the Jewish Funders Network and the Harry and Jeanette Weinberg Foundation initiated the National Affinity Group on Jewish Poverty to bring more attention to the issue and to share planning, policy, and programmatic responses to poverty across organizations.

Concurrently, the Jewish Federations of North America and the Weinberg Foundation launched an effort to encourage communities to standardize and expand how we measure poverty in local Jewish community studies. Standard measures facilitate more direct comparisons across communities, while expanded measures will improve our understanding of the scope and dimensions of poverty in the Jewish community.

Key Messages

This session will highlight the Weinberg Foundation/JFNA measurement initiative. To start, we’ll clarify what we mean by poverty, distinguish poverty’s multiple dimensions, and review the state of poverty research in the Jewish community. Then we’ll discuss the origins of the Weinberg Foundation-JFNA initiative, share the standardized questions that have been developed, offer guidance on how they can best be implemented methodologically, and give an update on when we can expect data from the initiative to begin to inform the field.

Additional Resources / Artifacts

- Jewish Poverty in the United States: A Summary of Recent Research
- Advancing Research on Jewish Poverty
- Economic Vulnerability in the American Jewish Population
Landscape Analysis

Context

The Jewish Federation of Greater Los Angeles is committed to creating a social service safety net for Jews when they are in need in Los Angeles, in Israel, and around the world. Our integrated model impacts each of our Strategic Initiatives, and our Caring for Jews in Needs area focuses on these four populations: Living in Crises, Emerging from Poverty Toward Self-Sufficiency, Holocaust Survivors and Frail Seniors, and Supporting People of Diverse Abilities.

Our Federation mobilized immediately and pivoted our work to respond to our community’s rapidly changing and growing needs related to the COVID-19 pandemic. We answered the calls for help from scared and destitute seniors and Holocaust Survivors who could no longer attend congregate meal sites to receive daily hot meals. We reached families who had not previously relied on help from anyone and suddenly found themselves unable to pay for basic needs. We heard from single mothers who were on the edge of eviction, unable to work due to city-wide lockdown orders, and small business owners desperate to save their businesses.

We leveraged our social services infrastructure, built through strong and longtime community partnerships, to meet our community’s evolving needs. We continued to provide ongoing social services, and quickly expanded the capacity of our programs to ensure all those in need had access to food, emergency cash grants, housing support and in-home caregivers. Below are highlights from our COVID-19 response work that address the ongoing health and economic challenges brought on by the pandemic.

Key Messages

Food and Nutrition Programs | Our Partners: SOVA Food Pantry at Jewish Family Service, Tomchei Shabbats, Synagogues and Swipe Out Hunger

During the pandemic, community meal sites have had to close, and food pantries had to stop food pick-up programs. As a result, the needs of those already experiencing hunger have been intensified. Additionally, the pandemic has given rise to a new group of individuals and families who are struggling with food insecurity for the first time. In response, our Federation, working with our social service partners and network of programs, has dramatically increased our program model to deliver meals and groceries directly to Holocaust Survivors, frail seniors, and other needy community members. These programs have provided over 1,400 new clients in Los Angeles with an additional 5,500 home-delivered meals.

We also launched new programs in partnership with synagogues and national organizations. Through our synagogue partnerships we are impacting nearly 2,000 community members struggling with food insecurity. Through our new program Well Fed (in partnership with Swipe out Hunger), hundreds of young adults will receive $250 grocery and meal delivery gift cards.
Emergency Cash Grants | Our partners: Jewish Family Service and Chai Lifeline

Since the pandemic began, we are seeing an overwhelming demand for cash assistance in those who individuals who were already at-risk and whose challenges have been exacerbated by the pandemic, as well as newly-struggling individuals and families. We are providing emergency cash grants through the Federation's Max Factor Family Foundation Financial Assistance Network to support individuals and families coping with unexpected situations such as job loss, serious illness, divorce, domestic abuse, and other devastating events. We have made over 500 grants since March to help individuals pay for basic needs like groceries, gas, medicine, rent, and utilities. Case management services are provided to help clients create a path towards self-sufficiency through financial, employment, and counseling resources. We also ensure that our poorest families can afford to bury their loved ones through a free Jewish burial fund.

Interest-Free Loan Fund | Our partners: Jewish Free Loan Association

We have launched a new interest-free loan fund for Jewish community members and Jewish-owned businesses experiencing financial instability. Many who had previously been able to work are suffering, especially those between the ages of 50-70 years who are part of the at-risk population for COVID-19 and now cannot work, and those whose livelihoods have been shut down or cut back. To date, our loan fund has distributed over $700,000 to nearly 125 individuals with emergency, education, and/or business needs.

The Ezra Network | Our partners: Cedars-Sinai Hospital, Jewish Family Services, Bet Tzedek Legal Services, Jewish Free Loan, JVS SoCal, and over 25 synagogues

The pandemic caused dramatic growth in the need for social services assistance, with our social workers helping 880 clients (400 more clients for the same period in 2019) through this neighborhood-based approach. By April 2020, our four community-based social workers were carrying excessive caseloads and the demand and required hours continued to escalate. We quickly met this growing demand by increasing staff and hours. This increased staffing has already helped us serve 200 clients since August.

Advocacy Efforts

Our Community Engagement Strategic Initiative has strong relationships with city, county and state elected officials. These advocacy efforts have gleaned millions of dollars to our partners to serve the most vulnerable Jews in Los Angeles. Annually, our civic young leadership cohort along with key Federation lay people lobby through our state association for the needs of our community.

Knowledge is Power

We were part of 10 communities involved in the Building Resilient Jewish Communities Survey about COVID-19, done by Brandeis University. We have invested additional dollars in mental health and wellness and food insecurity programs for our young adults based on the findings of that survey. We are embarking on The Study of Jewish L.A., a community-wide study exploring the needs, interests, engagement levels, and demographics of the Jewish population in Los Angeles. To serve the needs of our diverse community and plan for the future, we need current, actionable data. We are paying special attention to the new COVID-19 realities as we create the survey. We are committed to making sure the various sectors in our community are represented in the Study, including interfaith households, Jews of color, LGBTQ+ Jews, and Jews from the Persian, Israeli and Russian-speaking communities.
People with Lived Experiences

Client-Centered Approaches that Improve Service Delivery

Context

Jewish Family and Children’s Service of Greater Philadelphia (JFCS) provides a comprehensive spectrum of basic needs and psychoeducational programs and services to help community members of all backgrounds cope with life challenges. We are committed to a client-centered approach to educate and inform our staff and leaders, guide program development, and – most importantly - strengthen the client-care manager relationship. A client-centered approach places the client at the center of the decision-making process for the client’s care. Ultimately, the methodology seeks to: honor choice, empower, enhance dignity, promote independence, increase positive well-being, and improve quality of life. The approach has been accepted by many healthcare organizations and their governing bodies, as well as the Centers for Medicare and Medicaid Service.

Key Messages

Our client-centered journey began with our Holocaust Survivor Support program. As part of our grant, the Claims Conference requires JFCS to manage a Holocaust Survivor Advisory Committee. The goals are to promote transparency between Survivors and staff, educate and empower the Survivors, and use their feedback to help direct how we implement services. The staff provide updates to the advisory council on the program, funding, news from the Claims Conference and decisions made. Currently, all three members are from the Former Soviet Union; this reflects the trend in Philadelphia where 67% of the Survivors we work with are from the FSU, as well as the frailty of Survivors from European countries. Four years ago, JFCS received a grant from JFNA’s Center for Advancing Holocaust Survivor Care to provide trauma awareness training across the agency, as well as specialized training for the Holocaust Survivor support team. These sessions enabled JFCS to ensure services are provide in a person-centered, trauma-aware manner and the Survivor experience is considered throughout the program.

Over the past year, JFCS has focused on more pronounced ways to incorporate the client experience into direct care. JFCS was one of three members of NJHSA – our national agency - to receive the Poverty Challenge Award, which provided six months of free consultation to develop an innovative idea to address Jewish poverty. JFCS’ idea was to develop a Peer Fellow program that would be based on the traditional models used to work with persons with mental illness and addiction. JFCS’ Peer Fellow program is designed to improve existing care management services and better engage our target populations struggling with poverty. This program will improve our ability to serve clients through additional contacts, deepen rapport and trust, assist with resource/benefits navigation and advocacy, and increase efficiency and effectiveness of our current care management services. The Fellow will be a former JFCS client who our care management team identifies. The Fellow’s lived experience will provide a deeper level of connection to clients – through peer support and empathy - that is necessary to engage and prevent recidivism and a drain on agency resources and time. A key part of the process was to gather...
stakeholder feedback of the idea. In order to accomplish this, we held three focus groups – two for clients and one for our care management team. Clients appreciated having an opportunity to share their thoughts and to be heard by the agency. The staff focus group was also critical. It created a safe environment for members of the team to share their thoughts and ideas.

More recently, we solicited key client feedback as we developed a new program to enhance care management for our programs that serve the broader community. We also used a client-centered approach for voter education. Our Persons Living with Disabilities program participants were energized to learn about the voting process, and create and conduct presentations in the community; and our ELECT Teen Parenting program developed an effort to talk with members of their household and relatives about the importance of the election and to register to vote.

Our goal is to develop client-centered approaches in all areas of the agency. We see it as a critical way to improve client relations and service outcomes, enabling JFCS to be a stronger and responsive agency.

Additional Resources / Artifacts

- Client centered care: https://epasstoolkit.com/concepts-behind-the-epass/person-centered-care/
- Click here to view a video on how to register to vote that was created by one of our PLWD members: https://www.facebook.com/JFCSPhilly/videos/38804972923554
Convening for Impact

Context

Combined Jewish Philanthropies’ Anti-Poverty Initiative (API) is a Collective Impact project aimed at alleviating financial distress for members of the Jewish community in Boston. In the past six years, this project has worked with 6,600 people with a median income of $13,000/year. We rely heavily on coordination between six partner organizations who convene regularly, with interagency support for clients increasing by 40% since the beginning of the work. More than 70% of our clients who enter in crisis moving towards stability within nine months. The Collective Impact model has five key components; it our experience that none can be done in a vacuum but instead need to be collectively determined through skillful convenings of the right people and organizations in the right roles with the right resources:

1. Start with a common agenda
2. Establish shared measurement
3. Foster mutually reinforcing activities
4. Encourage continuous communication
5. Has a strong backbone

The backbone, usually one organization, represents a team dedicated to orchestrating the work of the group. Throughout the development of our Anti-Poverty Initiative, our most highly leveraged skill was as an effective convener (a skill we developed throughout). When we began, we did not have the credibility or skillset to practice what Craig and Patricia Neal call the “Art of Convening” in their Leadership book The Art of Convening. In this book, the authors state that convening is about “gathering and holding people for the sake of authentic engagement”. Indeed, a backbone organization that just ‘clerks’ the work is not fully engaging with partners to understand their values, commitments, data and perspectives. As we found, a backbone organization that does not lift up the perspectives of partners but instead imposes a view from ‘on high’ is not effectively convening for impact.

Key Messages

Based on these learnings, we have developed five steps for effective convenings, all of which we credit with helping us achieve success in meeting basic needs for our community members and building towards systemic change in organizational behavior working to end poverty.

Step one: Determine if you are a backbone organization and, if not, which organization can play this role.

Why is this important? This role is critical for turning ‘bringing people together’ to ‘convening as an art for impact’. Questions we asked:

1. Do we have the respect and confidence of colleagues and organizations?
2. Do we have broad reach that extends between any one organization or population?
3. Do we have an ability to access funding for collective rather than just one organization?
4. Do we have a marketing/communications plan or support?
5. The ability to store/centralize data?
Step two: Convene the right partners regularly and meaningfully

Why is this important? It is important to be clear on roles and responsibilities. Rather than set goals first, a backbone organization needs to identify likely partners and allow goals to be jointly developed—and then establish whether founding partners are needed for execution. This requires establishing the right timeline and frequent meetings, especially up front. In the beginning of our API, we met at least monthly but now meet at least quarterly or more when a specific issue is at hand. Questions we asked:

1. Are the right people meeting at the right frequency?
2. Are we creating the conditions for authentic engagement? Is the agenda a reflection of the issues partners deem critical and shared across organizations, or is it set in isolation by us?
3. Do people see themselves as part of a collective or are they behaving as individual actors?

Step Three: Utilize convenings in order to establish the What, Why and How and create metrics

Why is this important? For convening to be successful, each person/organization needs to see their perspective represented and to feel like an architect for what success looks like. A common mistake we’ve made is for CJP to set a goal. We quickly learned, as we developed our “art” of convening, that goals need to emerge in the convenings themselves and progress needs to be reviewed together. Questions we asked:

1. Do we have shared and individual goals for this work? If not, why are we doing it?
2. How will we know, collectively, that we are successful? How will we negotiate our “failures?”
3. Can everyone in the room articulate why they are there and what value they see?
4. What will our process be to re-evaluate our financial investments based on our metrics?

Step Four: Work collaboratively and through reinforcing activities

Why is this important? Convening is space for talking and for working together. The work, in a successful collective impact project, cannot be done without clarity of when to work together and when we are aligned enough to assign roles and come back together as needed. Questions we asked:

1. What is the actual work? Have the convenings furthered our understanding of what we will do?
2. How will we check in with each other? When, if at all, should there be overlaps in work and when is it important to ensure discrete responsibilities?
3. When should organizations convene without the backbone organization? Is there enough trust and reporting accountability to do work in between formal convening times?

Step Five: Evolve the work together and through open communication and accountability to shared goals

Why is this important? Convening is not just about bringing the right people together to talk about the right issues but is instead about having the right conditions for “authentic” engagement, “a genuine expression of what is true for us.” Questions we asked:

1. What are the power dynamics? When should those be acknowledged and when disrupted?
2. Have we created a culture that is transparent and safe enough to disagree?
3. Are we clear that everyone wants to be accountable for the goals and sees values in shared development and delivery?

Finally, in developing our collective impact project, we have identified key components that have worked well for us in the “art” of convening: Honesty, open/difficult conversations, acknowledgement or disruption of power dynamics, goals are not set without convening and clear decision-making practices, and evolutionary thinking driven by data guides all convenings and the work that emerges.
Awareness Building

Raising Awareness about Upward New York

Context

In 2017, UJA-Federation of New York launched an anti-poverty initiative, which became known as Upward New York. The initiative was intended to amplify our work in the poverty space, through a $40M campaign, above and beyond the $28M from our Annual Campaign that we allocate every year to address poverty.

We put forward a strategy – endorsed by the most senior leaders in our organization – that would be broad and powerful enough to fundamentally change the trajectory for tens of thousands of people throughout New York, capitalizing on the resources and expertise of UJA’s network. In order to succeed, we knew that messaging was important and that we needed a comprehensive strategy to raise awareness throughout our community.

Key Messages

Gather Information

- Data and demographics to make your case as to why this is important. Be ready to combat the myth that poverty is not a problem in the Jewish community.
- Stories and anecdotes to humanize the issue and pull at people’s heartstrings.

Hone Messaging

- Name matters: The aspirational nature of “Upward” made people want to be a part of it.
- Engage the right ambassadors, including colleagues, respected lay leaders, and partner agencies.
- Develop a consistent, succinct elevator-pitch and more detailed talking points that support the pitch.
- Create a wide range of diverse materials that tell the story in different ways. (i.e. – videos, brochures, proposals, reports, etc.).
- Provide opportunities for people to meaningfully engage with the work through site visits (either in-person or virtual), conversations with staff and clients, and other such immersive experiences.

Share messaging

- Take advantage of every opportunity to share your message (i.e. – events, committee meetings, e-mail communication, etc.).
- Provide opportunities for people to meaningfully engage with the work through site visits (either in-person or virtual), conversations with staff and clients, and other such immersive experiences.
• Think expansively about how to engage wider audiences (i.e. garner media coverage, partner with other organizations that can reach beyond your existing audience to author op-eds and articles in local papers).
• Tailor the message—“dial up” or “dial down” different aspects of your efforts depending on your audience.
• Engage foundations and local government by focusing on poverty in the broader community – think beyond the Jewish community.
• Position yourselves as leaders in the field (i.e. host convenings and events related to the subject matter) – this will allow you to further broaden your audience by connecting with even more organizations working in the poverty space, and signal that your initiative is worthy of investment from the philanthropic community.
• You can’t always share everything - determine which pieces of your story are most compelling to which audiences.

Additional Resources / Artifacts

• Video illustrating how we honed and share our message: https://www.ujafedny.org/queens-hub-october-2020
Advocacy

Context

For many community organizations, the task of creating an effective advocacy program seems daunting. There exists little to no funding to create such a program, staff members are already stretched thin providing critically needed services to clients, and the often byzantine rules and sometimes overlapping jurisdictions of multiple government agencies create additional challenges.

A successful organization will work to establish relationships with government officials, as well as monitor legislation and funding sources for the broad range of programs provided and clients served. Elected officials frequently make decisions about issues for which community organizations can provide vital expertise and perspective. By educating federal, state, and local government decision-makers, lawmakers will be able to make more informed choices when faced with complex, difficult challenges, such as the current economic crisis. Sometimes these issues involve regulations, such as those governing how a specific program (i.e. SNAP) is provided and other times there may be government funding for social service programs that are in question.

When non-profit agencies successfully partner with public officials (and their staff) to build mutually supportive relationships, the outcome is better service and greater benefits for the community they serve together. When elected officials and non-profits can collaborate on policy issue development and problem solving, they can be more creative, knowledgeable and effective in addressing community concerns.

Community based advocates, whether volunteers, board members or program beneficiaries, reinforce the official message delivered by an agency’s executive director and/or staff and can be particularly powerful. Their voices are the ones legislators listen to most. Why? Legislators know they speak up because they believe in your mission and care about the future of your community and the safety net that protects so many vulnerable individuals. It is likely that members of your board and other volunteers – all valued community leaders – have existing relationships with local elected officials. With encouragement, many will be happy to use those connections to make introductions. Having clients speak to their personal experiences provides the type of passionate, compelling, and effective testimony that may indeed move legislation or re-frame a policy debate.

Key Messages

• Successful advocacy involves staff, volunteers, constituents and clients and will enable Jewish Community leaders to develop the relationships needed to help address poverty, protect seniors, respond to hunger in the community and raise issues of critical concern.
• Build the structures within your organizations to support advocacy
• Do the work to be effective: spend time understanding what issues are important to your Legislator; spend time with elected officials and staff members; be a reliable expert for them on your issues. Invite legislators and their staff to see your work in action.
• Explore opportunities for partnerships with other agencies and participating actively in local, state and national coalitions. Sign-up for Action Alerts and updates.
• With help from partners, organizations of any size can leverage existing resources to strengthen their individual and collective voice.
• These efforts also provide an opportunity to engage volunteers, donors, aspiring leaders and others in a meaningful way. Their voices are authentic, compelling and when utilized in a thoughtful manner, often resonate most deeply with legislators.
• Join other groups’ lobby days (i.e. JFNA, JFS, Chamber of Commerce, AARP) at City Hall, the State Capitol and Washington, DC, taking your message to the seat of government. Volunteer advocates participate in meetings with elected officials, policymakers and their staffs to discuss issues of importance of to you and your community.
• Consider other opportunities for civic engagement work such as voter outreach to build long-lasting relationships.
• Remember that this is a long-term investment in an ongoing relationship. Today’s legislative chief of staff is next year’s city councilmember who is then a state legislator or member of Congress. The partnership built successfully now can have lasting impact on your community and issues of concern for many years in the future.

Jewish Family Service LA is a comprehensive network of support services for the people of Los Angeles. JFSLA welcomes people of all backgrounds and identities to our full spectrum of services and care. Our staff and volunteers partner with clients to identify positive solutions that improve their quality of life at every stage. We believe in and strive for a more compassionate Los Angeles where no one has to navigate life alone.

Additional Resources / Artifacts

- Jewish Federations of North America, www.jewishfederations.org
- Network of Jewish Human Service Agencies, www.networkjhsa.org
- Jewish Council for Public Affairs, www.jewishpublicaffairs.org
  http://www.independentsector.org/the_basics_of_nonprofit_lobbying
- Food Research & Action Center (FRAC), www.frac.org
- Feeding America, www.feedingamerica.org
Virtual Program Delivery

Context

As the pandemic made its way across North America in early March, the member agencies of the Network of Jewish Human Service Agencies, transitioned their entire way of functioning, many overnight, from in-person to virtual. As a sector rooted in providing services face to face, this transition was dramatic. Prior to the pandemic, very few human service professionals had experience delivering services through virtual platforms. Telehealth was not universally accepted as a reimbursable service in many US States and was also not commonly used in Canada. Workforce agencies also primarily delivered career coaching and other related services in person. The initial focus of the transition to virtual service delivery was on ensuring the continuity of services for existing clients. It quickly became essential though to also support a growing profile of new clients; those who previously had never before turned to Jewish human service agencies for support.

The transition to virtual service delivery has been complex and layered and each agency has needed to assess technology needs, legal questions, HIPAA and other privacy concerns and staffing challenges, all while ensuring that the actual services continued to be provided in a highly professional and client-centered manner.

As the months went on, demand for virtual services continued to grow. Agencies also began to notice that clients sought services based on the specific content or service being provided, and not on the geography of the provider agency. Flexibilities with insurance payors and temporary waivers of government regulations helped to facilitate easy access via virtual platforms, especially for mental health services. Ultimately, agencies have come to learn that traditional catchment areas no longer matter to those seeking services. Today, the demand for virtual services is continuing to grow.

Key Messages

In an effort to meet community needs, and to respect the acceptance of virtual service delivery as a highly effective way to deliver services, the Network of Jewish Human Service Agencies is supporting agencies in the development of an innovative response to a significant and growing need – the need to address unemployment in the Jewish community resulting from COVID. We chose this service focus as we quickly saw agencies develop and administer comparable offerings to support the recently unemployed. From career coaching sessions to resume development, from LinkedIn courses to mock interviews and job placement. Community members sought them out and were driven more by the content offered then the location of the provider. To date, 16 agencies in the US and 7 agencies in Canada are interested in collaborating together to provide an integrated response to COVID related unemployment in the Jewish community; drawing on the strengths of a North American Network of workforce providers and the ease of access that comes with virtual service delivery.
This Bright Spot features the experiences of JVS Boston and JVS Toronto with regard to virtual service delivery. During FedLab, Jerry Rubin, CEO, JVS Boston and Kim Coulter, CEO, JVS Toronto will both share insights related to the offerings of their agencies, the experiences of clients and the “silver linings” and “key takeaways” from leading their agencies through the transition from in-person to virtual.

The proposed Network response will provide the following:

- An extensive continuum of services to be provided virtually
- Follow through to ensure local case management as needed to draw on local resources
- Centralized intake via “Jewish Together” platform
- Opportunity for Federations to work with participating agencies to engage employers via the establishment of National Employer Panels to better facilitate job placement and to acknowledge a growing trend of employers to consider the hiring of remote staff.

Two models are under development – a US model and a Canadian model. Both are grounded in the understanding that even with a vaccine, virtual service delivery is here to stay. The opportunity to provide a companion venue to face to face service delivery will ensure that even greater numbers of community members are able to access services and that any existing geographic gaps in service delivery (should a community not have access to a particular service) will be reduced or even eliminated.
Measurement and Evaluation

Integrated Data Warehouse: Measuring Collective Impact

Context

The Integrated Data Warehouse (IDW) is a secured, cloud-based database owned by Jewish Federation enabling us to examine de-identified, combined client data from 12 programs across eight agencies. The IDW allows agencies to upload and access information about their clients in their own separately secure sections, where they can identify which of their clients might be receiving services from other agencies, if those clients consent to participate. The system also includes a referral mechanism which allows agencies to refer clients directly to one another within the IDW.

Key Messages

The IDW was a recommendation of the 2009 report on ending food insecurity in the regional Jewish community. Through conversations with our partner agencies about developing more efficient food distribution strategies, we identified the need to see how the different food programs from eight agencies were impacting a singular food insecure client and thus for a shared database among all of our programs.

In 2012 we hired a local IT developer to build a database modeled on the Homeless Management Information System (HMIS). One of the most challenging aspects of building the IDW, and creating an Information Sharing Agreement with agencies and their legal counsel, was finding an appropriate and legally permissible balance between agencies sharing relevant information and protecting their clients’ privacy and personal information. We work with a variety of partner agencies, some of which collect private health information and therefore have different obligations related to client privacy than others.

All participating agencies have mapped their client databases to the IDW and have been uploading client demographic data. Approximately 32,000 client records have been uploaded from the twelve participating agencies. We were able to determine that about 10% of those clients are being served by at least two of the participating agencies. The agencies have agreed on shared terminology for describing service activities, and to upload the services provided to their clients, which allows us to determine the unduplicated number of consumers accessing various types of services.

Jewish Federation and our partners have been able to use and leverage the IDW since its initial launch. First, we and our partner agencies have a better understanding of the cleanliness of program data and data practices, which has prompted a number of agencies to adopt more robust databases and improve their data practices. Additionally, the unduplicated data shows that there is not as many shared clients as we anticipated, and we have therefore started working with the staff at partner agencies to re-familiarize them with programs and services available in our community and to help encourage making referrals.

Additional Resources / Artifacts

Small Community Success Factors

Context

Jewish Family Services of Northeastern New York, in partnership with Jewish Federation of Northeastern New York, Shalom Food Pantry of Bethlehem Chabad and Vaad Hakashruth of the Capital District, embarked on the following initiatives in 2020 to answer the needs of those who are food insecure and facing poverty due to both or either the pandemic and independent and aggravating factors.

Key Messages

Small community success factors
✓ Agencies know each other and know that we will accomplish more by working together
✓ Territorialism is not an option
✓ Constituents and donors are happier when they see collaboration
✓ There is no room for duplication of services

Demographics
✓ Assessed what services were being offered and who needed to be served
✓ Clients have changed since the beginning of the pandemic
✓ New clients are being identified who are facing personal struggles; stigma of receiving food is being eradicated

Convening
✓ JFS convened key partners and stakeholders, including organizations named above and County leadership, to immediately launch a kosher home delivered meal program to feed homebound older adults and families

Advocacy
✓ Through ongoing conversations, the program was in the future plans for the community and will now been expanding to received support from surrounding Counties
✓ Vendor has now reduced costs by 33% as a result of months-long campaign to illustrate benefit to recipients and hardship on organizations.

Awareness Building
✓ Ongoing promoting in Jewish newspaper, synagogues, partners
✓ Volunteer recruitment through email, Facebook Jewish newspaper

Measurement and Evaluation
✓ Working with consultation to help build plans for financial assistance program to address issues of urgent and sudden financial insecurity and cyclical poverty through effective program development and evaluation