

## **Engaging new communities in healthcare philanthropy:**

### *Diversifying board governance and donor audiences*

*By Kirstin Ling*

#### **CONTEXT**

For the purposes of this report, the following definition of Diversity and Inclusion has been adopted from the Diversity and Inclusion Tool Kit produced by The DRI Diversity Committee (2015).

**Diversity** is any dimension that can be used to differentiate groups and people from one another. Diversity embodies race, ethnicity, gender, age, sexual orientation, cognitive style, organizational function, familial status, education, national origin, disability, and religion. We all bring with us different perceptions, diverse perspectives, work experiences, lifestyles and cultures.

**Inclusion** is a state of being valued, respected and supported. It is about focusing on the needs of every individual and ensuring the right conditions are in place for each person to achieve their full potential. Inclusion should be reflected in an organization's culture, practices and relationships that are in place to support a diverse team.

In simple terms, diversity is the mix. Inclusion is getting the mix to work well together. Organizations need both diversity and inclusion to achieve their goals. Focusing on both will help organizations attain a competitive advantage.

The 2013 AFP Diversity and Inclusion Summit report states the universal principle in fundraising is to be donor-centric; this also applies to cultural awareness. It should be the goal of the organization to identify several key stakeholders within a community to understand what their aspirations are when it comes to their philanthropic goals and how you might be able to help achieve this. It should be said that one person from a community does not speak for the entire community. There are a variety of views and perspectives to consider (Summit, 2013).

There have been great strides made in gender diversity. Boston Consulting Group released a report entitled "Fixing the flawed approach to diversity" which found that public attention has led to increased awareness of the obstacles women face but not the obstacles other diverse groups face (BCG, 2018). The same conclusion can be made with regards to healthcare philanthropy – the industry has made great strides to include women in philanthropy, but there is a lot more to be done with regards to engaging a more diverse pool of donors and volunteer leadership.

#### **BACKGROUND:**

According to Canada's 2016 census, the majority of people living in Toronto identify themselves as visible minorities. More than half the respondents – 51.5 per cent – said they belong to a visible minority. That is up from 47 percent back in 2011. In Canada, visible minority groups represent 22.3 percent of the population, South Asians make up the largest group of visible minorities in Toronto, at about 13 percent of the total population. Another 11 per cent of visible minorities are Chinese, while nine per cent are black.

More and more people are coming to the city of Toronto every day from different racial and ethnic backgrounds. But diversity is not simply different racial and ethnic backgrounds; it is also gender, age, sexual orientation, cognitive style, organizational function, familial status, and education as well.

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Every community cultivates its own network of trusted professionals. Diversity gives organizations new ideas and innovative solutions. It also allows them to market their brand to a wider audience.

**About Toronto General & Western Hospital Foundation**

Toronto General & Western Hospital Foundation raises funds for research, education and the enhancement of patient care at Toronto General and Toronto Western hospitals, as well as the Michener Institute of Education at UHN. Together with its donors, the Foundation is helping world-leading health experts pursue the knowledge that makes all our lives better.

**About University Health Network**

University Health Network (UHN) includes Toronto General and Toronto Western hospitals, Princess Margaret Cancer Centre, Toronto Rehabilitation Institute and the Michener Institute of Education at UHN. The scope of research and complexity of cases at UHN has made it a national and international source for discovery, education and patient care. It has the largest hospital-based research program in Canada, with major research in cardiology, transplantation, neurosciences, oncology, surgical innovation, infectious diseases, genomic medicine and rehabilitation medicine. UHN is a research hospital affiliated with the University of Toronto.

There is a growing trend amongst hospital foundations to look at engaging diverse communities. Diseases do not discriminate – the diversity of our patient populations reflect the communities we serve. There is a focus from the major research institutions in Toronto including St. Michael’s Hospital, Sunnybrook Health Sciences Centre, University Health Network, The Hospital for SickKids and Sinai Health System and their respective Foundations to look for new and innovative ways to build out their donor pipeline.

As previous fellows Mam Joof and Lucia Ly identified in their project, SickKids Foundation launched a Chinese website, held a radiation and established a story bank for media features, offering first person accounts of the hospital’s work from patients, doctors and researchers. In Shehzad Qureshi’s Diversity Inclusion fellowship project found that at the Georgetown Hospital Foundation was that less than 5% of donors are from a visible minority group. Of these, 80% are South Asian and the rest are primarily of Asian and Arab origin. (Georgetown, 2016). For the purposes of this report, we look at Toronto General and Western Hospital Foundation, part of the University Health Network.

**PROCEDURE/METHODS:**

**WORK PLAN**

<b>ACTION:</b>	<b>TIMELINE:</b>
<b>Industry Scan</b> What have healthcare organizations done to engage a diverse board and fundraising practices? Are there recommendations for industry best practices?	<b>Fall 2018</b>
<b>Internal Audit</b> What has been done historically to engage diverse donor audiences?	<b>January 2019</b>
<b>Risk assessment and recommendations</b>	<b>February 2019</b>

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Surveying different teams and stakeholders to get an understanding of the current landscape and risks to increased engagement	
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**OBJECTIVE**

Toronto General & Western Hospital Foundation (TGWHF) has been successful over the years at engaging and attracting diverse cultural communities. The intent is to continue already established efforts, build upon initiatives, and extend to new opportunities where it makes strategic sense and is in alignment with UHN’s strategic priorities.

*BOARD (VOLUNTEER LEADERSHIP):*

Diversity on boards positively affect governance; it allows for different perspectives are represented.

*DIVERSE DONOR AUDIENCES:*

It is important to identify community partners and determine giving patterns and traditions of giving within different diverse communities (Chinese, South Asian, Jewish, African and Caribbean, Indigenous, Women, LGBTQ, Francophone, Muslim, differently abled, Hispanic, etc.)

*QUESTION CONSIDERED:*

How does an organization involve diverse individuals in committees and volunteer opportunities to within our organizations to act as a pipeline?

**RESULTS/CONCLUSIONS**

*TORONTO GENERAL & WESTERN HOSPITAL FOUNDATION:*

Thanks to initiatives of board members, TGWHF has engaged diverse board leadership as well as successfully executed significant fundraising events among diverse communities.



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For more than eight years now, TGWHF has hosted the Diwali event engaging the South Asian and business community of Toronto which raises \$1 million annually. The tremendous success of this event will continue to grow over the coming years. Since its inception, Diwali has raised critical funds to support Emergency Care, Peter Munk Cardiac Centre, Diabetes research, Transplant research, the Donald K. Johnson Eye Institute and the Research Hospital Budget.



Now it its 10<sup>th</sup> year, the annual Fairchild Chinese-Canadian Radiothon, raising funds for the Asian Community Health Fund which supports various Toronto General and Toronto Western hospital initiatives focused on the Asian community. The radiothon raises approximately \$200,000 annually since 2009.

The UHN Helps Fund was established two years ago initially to support Popi, a young woman from Bangladesh, who suffered an acid attack that destroyed her digestive system. Thanks to philanthropic support from the major gift community as well as the local cultural community, close to \$650,000 was raised to support the surgery to repair Popi's injuries. The fund is still active and presents an opportunity to raise funds in various cultural communities to provide care for those that are unable to receive care in their local

communities around the world.

All these events opened the door to new donor communities and provided opportunities for both new and current major gift donors to show their support. In addition to these two events, several community events happen throughout the year that are led by community leaders and organizers. TGWHF also supports and benefits from several third party events which are entrenched in various communities including the Italian, Portuguese and African-American communities. These events tend to focus on raising designed funds and awareness around issues important to the specific community. .

### **LIMITATIONS**

As previous Fellows have pointed out in their project, Beyond Belonging, there is a risk of token representation on boards being a risk of false inclusiveness. It is important to consider that as TGWHF ventures into new communities that it is prepared to support the new group with cultural appropriateness and authenticity. Diverse representation does not result in inclusion and does not ensure openness to different views and perspectives. Ensuring that the organization is aligned with cultural norms, expectations and are sensitive to the needs of the community should be a priority. If not, TGWHF runs the risk of being disingenuous and offensive. Also, matching a fundraiser's ethnic background with the ethnic background of donor prospects does not ensure success. While organizations might successful in recruiting people that 'look' different, it can often be the expectation

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of the group that they think like them. The board could benefit from moderated unconscious bias training that should also be offered for the organization's employees.

As discussed in Alana Liberman and Frankie Chow's Diversity and Inclusion Board Recruitment Policy for The Living City Foundation, development of minimum percentage of diverse representation could also become a self-imposed barrier. While important to have diversity, the individuals skill sets and qualities should be considered with regards to how that fits into the governance needs

It is important for the organization to measure and track the results of the implementation of plans and practices to ensure that the commitment to diversity is translated into action. (Cukier, 2009) Developing benchmarks and employing surveys and interviews and publishing these results will reinforce the organization's commitment to engaging diverse communities. These results can also be used as a benchmark against which an organization can measure its progress in relation to other foundations within the healthcare philanthropy space.

Research on Diversity and Inclusion continues to point to the need for diversity initiatives to be supported and committed to by senior management in order for it to be successful. Organizations cannot simply launch programs and expect results. Instead, they need to focus on a strong implementation plan. The success of each initiative requires leadership commitment, a tailored approach that is based on the unique needs of the organization, and metrics for gauging progress. (Cukier, 2009)

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### **RECOMMENDATIONS.**

TGWHF should continue its investment into already existing programs and initiatives. Recruiting new champions within Toronto's communities will be an asset to TGWHF and important in diversifying the giving profile in the future. In addition, TGWHF should not just consider new cultural communities but other new communities not based solely on cultural heritage, such as young leaders, or women in philanthropy, or LGBTQ2, or indigenous groups, etc. that can also unite as passionate champions with UHN.

The TGWHF Board should commit to a diverse leadership by not only electing a diverse board of directors, but also commit to hiring diverse staff to run the organization. The board should commit to a mandate to making diversity a top priority for nomination and governance, and as a fundraising strategy for pipeline development going forward.

TGWHF should also look for opportunities to connect and build a network with likeminded academic healthcare philanthropy institution to share and development best practices, but also for opportunities to develop partnerships. TGWHF should provide through leadership going forward across the industry at AFP Toronto, and AFP Global. It takes commitment across the sector as a whole to move the needle, systematic change, embedded in everything we do as fundraisers.