



Foundation Board Enrichment Webinar Series

# Board Recruitment and Diversity in the Fundraising Board



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# Welcome

Laurie Kelley  
Chief Philanthropy Officer, Providence



# Reflection

Karen Ashley

Chief Diversity, Equity & Inclusion Officer, Providence

<https://youtu.be/A3fD9bMvBOI?si=-DXun58XS8m3Y04L>

Joe Davis - Show Up (Live at Boom Slam! Teen Poetry Slam)



# Board Recruitment and Diversity in the Fundraising Board

Karma Bass, MPH, FACHE  
Managing Principal  
Via Healthcare Consulting

# Today's Objectives

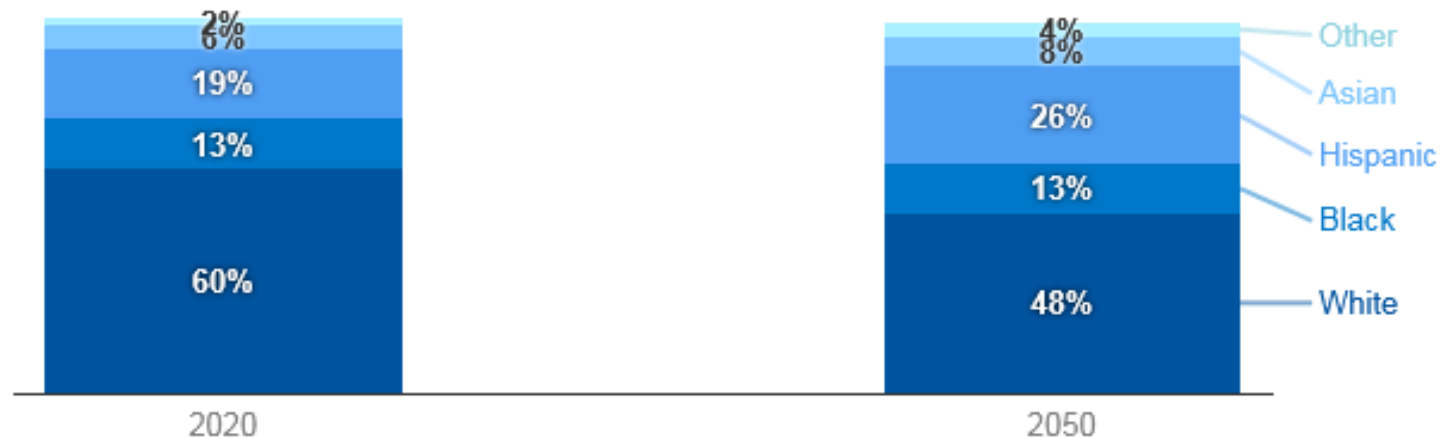
1. Discuss the integral connections between leadership, diversity, philanthropy, and achieving health equity and quality care for all
2. Define board diversity and discuss barriers to achieving it
3. Review the key steps for achieving meaningful board diversity and inclusion

# Changing Demographics

Figure 2

## People of Color are Projected to Make Up Over half of the U.S. Population as of 2050

Projected Distribution of U.S. Population by Race/Ethnicity, 2020 and 2050

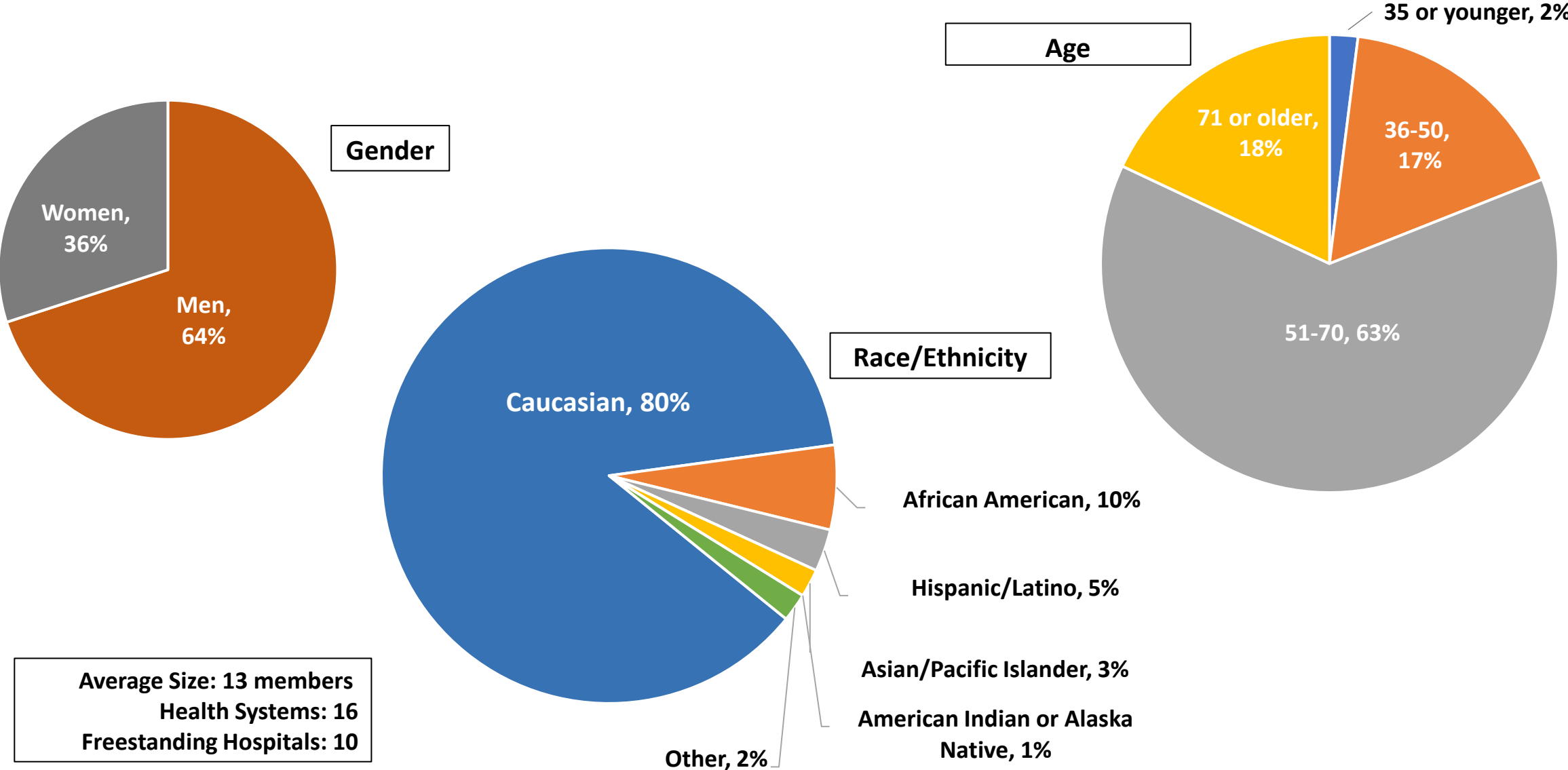


NOTE: All racial groups are non-Hispanic. Other includes Native Hawaiian and Pacific Islander, American Indian and Alaska Natives, and individuals with two or more races. Data do not include residents of Puerto Rico, Guam, the U.S. Virgin Islands, or the Northern Mariana Islands.

SOURCE: U.S. Census Bureau, 2017 National Population Projections, Race by Hispanic Origin, 2017-2060. • PNG

**KFF**

# Hospital and Health System Board Composition



Source: American Hospital Association 2022 National Health Care Governance Survey Report

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# DEI | *What Diversity, Equity, & Inclusion means at Providence*

## DIVERSITY

Embracing individual differences and similarities to strengthen our mission, vision and values.

## EQUITY

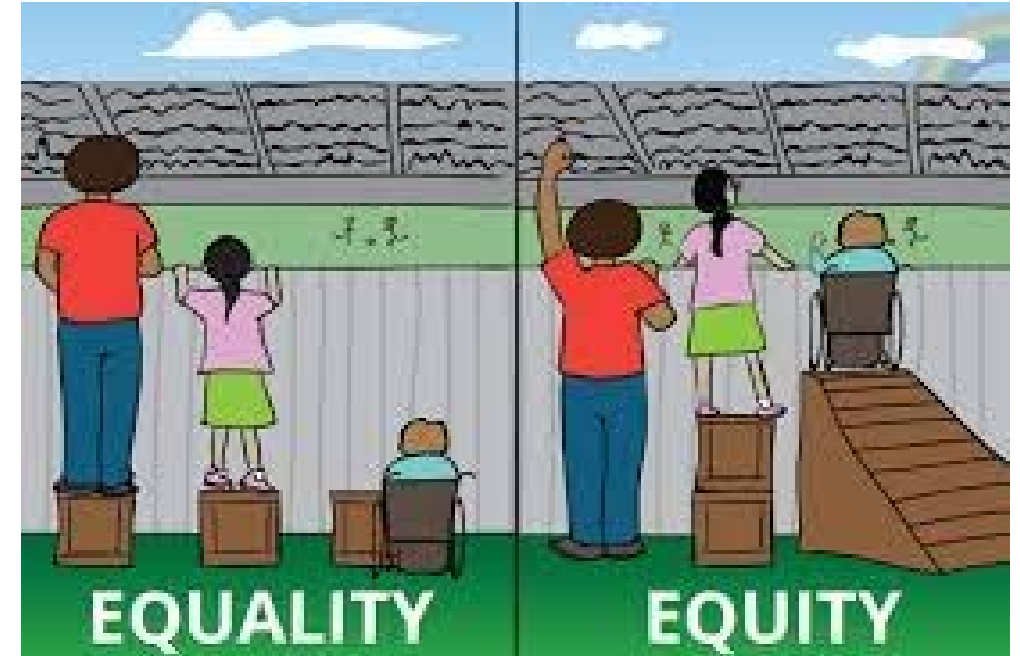
Removing barriers and enabling **access** to resources and opportunities catered to an individual's unique needs.

## INCLUSION

Fostering a culture that engages diversity in a way that creates space for value and respect of every individual.

# Defining HEALTH EQUITY

Health Equity is the state in which everyone has a fair and just opportunity to attain their highest level of health. Achieving this requires focused and ongoing societal efforts to address historical and contemporary injustices; overcome economic, social, and other obstacles to health and healthcare; and eliminate preventable health disparities. **Centers for Disease Control**



COURTESY OF:



INNOVATIONS TO ADVANCE HEALTH EQUITY

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# OUTCOME OF HEALTH INEQUITIES

**4x**

Maternal mortality rate for Black women is 4x higher than that for non-Hispanic White women

**20%**

Hispanic women are 20 percent more likely to die from cervical cancer than non-Hispanic White women

**8x**

Asian Americans are eight times more likely to die from hepatitis B than non-Hispanic Whites

**30%**

Diabetes rates are more than 30 percent higher among Native Americans and Latinos than among Whites



# Why Diversity?

- The Providence Mission: ***“As expressions of God’s healing love, witnessed through the ministry of Jesus, we are steadfast in serving all, especially those who are poor and vulnerable”***
- To understand the needs of your diverse communities, including the poor and vulnerable, you must have board members whose lived experience reflects those Providence seeks to serve
- Achieving health equity requires leaders – board and executive teams – with first-hand understanding of community needs
- Ensure that we are including communities of color in the opportunity to support the Providence Mission and health care for the communities served
- Reaching new populations with our philanthropic requests

# What Is Diversity?

## ***What Most of Us Think of:***

- Age
- Gender
- Race
- Ethnicity

## ***What We Sometimes Don't:***

- Religion
- Physical ability
- Military service
- Sexual orientation
- Socio-economic status
- Education level
- Citizen status
- And more....

# People of color historically have donated to four types of organizations\*



Houses of worship and religious groups



Universities and other education-related organizations



Civil rights and arts organizations



Ethnic financial institutions

\*Key findings from systematic literature review of donors of color

Additional Key Finding: “For nonprofits to attract donations from diverse donors, organizations need to deepen awareness and engagement of changing ethnic identities and to be aware of the needs and motivations of the communities from which they are seeking funds.”

# Debunking a Myth...

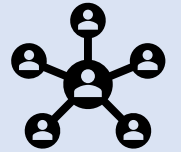
“I WISH I COULD BUILD A MORE DIVERSE BOARD, RECRUIT MORE DIVERSE LEADERS, AND HIRE A MORE DIVERSE ADVANCEMENT STAFF, BUT THERE JUST AREN'T ENOUGH QUALIFIED PEOPLE.”

Common thinking of leaders in nonprofit sector

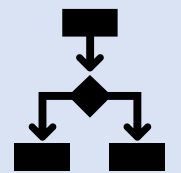
# Importance of a Diverse Board



Make more informed fundraising decisions that support quality care and health equity for all



Expand who is being reached for charitable donation requests



Connect fundraising efforts/goals to specific goals of ministry/organization



Address diverse donor preferences, motivations, and approaches to giving



# Identifying & Cultivating Diverse Donors

[\[LF2019\] Diversity and Inclusion in Advancement - YouTube](#)

A clip from this video at time marker 18:16 to 22:09 was shown.

# Why Board Diversity Efforts Fail

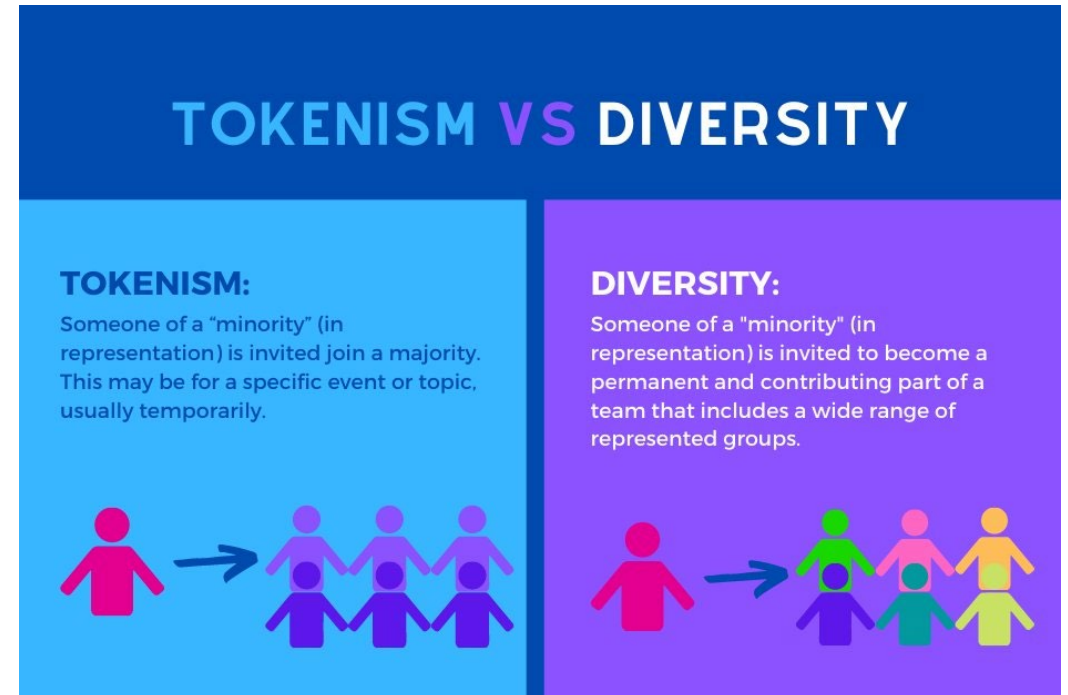
- Unconscious Bias
- Lack of Buy-in to the Need to Diversify the Board
- Inadequate Recruitment Practices
- Tokenism
- Boardroom Practices that Hinder Inclusion

# All of Us Have Unconscious Bias

**Unconscious Bias:** The mental associations we make—*negative or positive*—without our awareness, intention or control. These associations often conflict with our conscious attitudes, behaviors and intentions

# Avoid Tokenism

- Symbolic gestures will be seen as veiled efforts to maintain the status quo.
- One female, one person of color, one member of the LGBTQ community is not enough!
- Use the population of patients in your community and the donor community to shape the demographics of your board.



FROM: <https://deafunity.org/resources/>

# What Hinders Inclusion?

- Microaggressions (“Where are you really from?”)
- Not adequately orienting new members to their role
- Unwelcome atmosphere for “speaking up”
- Failure to share the “unwritten rules”
- Lack of thorough onboarding, accompanied by regular check-ins



# Key Steps to Achieving Diversity

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- Obtain buy-in from all board members on need for diversity
- Define demographics of community
- Define demographics of board and donor community
- Conduct audit of board diversity, comparing community and donor demographics with board demographics



# Key Steps...continued

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- Define the gap and target “missing” demographics
- Add diversity language to board succession/recruitment policy
- Identify recruitment sources
- Develop inclusive practices



# Where Do You Find Diverse Candidates?

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Professional associations for Black, Asian, Latino and LGBTQ professionals, such as:

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National Black MBA Association

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National Association of Asian American Professionals

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Latino Corporate Directors Association

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Out Leadership



# Sample Recruitment Process

<i>When</i>	<i>What</i>	<i>Who</i>
Jun	<ul style="list-style-type: none"> <li>Consider board competencies/skill set needed for board of the future</li> <li>Discuss and agree on recommendation for recruitment priorities</li> <li>Confirm timeline</li> </ul>	Governance Committee
Jul	<ul style="list-style-type: none"> <li>Agree on number of new board members sought</li> <li>Review current board composition matrix</li> <li>Confirm interview process</li> <li>Review the form to be distributed to board members soliciting their nominations</li> </ul>	Governance Committee
Aug	<ul style="list-style-type: none"> <li>Discuss and act on recommendation for recruitment priorities, future board competencies/skill set, and timeline</li> </ul>	Board
Aug	<ul style="list-style-type: none"> <li>Distribute nomination form to all board members so they can recommend individuals to be considered for board recruitment</li> </ul>	Chair
Sept	<ul style="list-style-type: none"> <li>Review nominations collected</li> <li>Discuss each candidate and consider them against the composition matrix and desired attributes</li> <li>Identify a few candidates to interview for the open seats</li> <li>Agree on who/how each candidate will be approached; consider order of who will be approached first so there aren't more candidates than seats available</li> <li>Agree on interview questions and set of materials to be shared with prospective board members during interview process</li> </ul>	Governance Committee
Sept	<ul style="list-style-type: none"> <li>Receive update on recruitment process</li> </ul>	Board
Oct	<ul style="list-style-type: none"> <li>Candidate invited to meet for an interview with Board Chair, CEO, and Board member who nominated him/her (if applicable)</li> <li>Invite the candidate(s) to attend a hospital/system function to get to know the organization better</li> <li>Collect and summarize feedback on the interview(s) to determine how the candidate's background, experience, and perspective will add value and/or fill a void in the current board composition.</li> </ul>	Chair, CEO, Nominating Board mbr
Nov	<ul style="list-style-type: none"> <li>Discuss feedback from the interviews and identify candidate(s) for full board consideration</li> <li>Determine whether any additional information is needed on candidate(s)</li> <li>Discuss onboarding process for new board members</li> <li>Finalize recommendations to full board regarding new board member slate</li> </ul>	Governance Committee
Dec	<ul style="list-style-type: none"> <li>Discuss and act on new board member recommendations</li> </ul>	Board
Jan	<ul style="list-style-type: none"> <li>New board member(s) term begins</li> </ul>	All
Jan	<ul style="list-style-type: none"> <li>Conduct new board member orientation</li> </ul>	CEO, Chair

# Steps You Can Take...

<input type="checkbox"/> Better understand diversity in our community	<input type="checkbox"/> Develop an attributes matrix	<input type="checkbox"/> Acknowledge that there is bias on the board
<input type="checkbox"/> Identify 3-5 sources for recruiting diverse candidates	<input type="checkbox"/> Avoid tokenism	<input type="checkbox"/> Review our boardroom practices to address those that hinder inclusion
<input type="checkbox"/> Better understand our donor community	<input type="checkbox"/> Attain buy-in from all board members on the need for a diverse composition	<input type="checkbox"/> Understand the link between diversity, health equity, and high quality care

# Q&A Session

# Thank you!



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## Closing Comments

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# Foundation Board Enrichment Webinar Series: Final Webinar

- Topic: Drawing the Distinction between Governance and Management for a Foundation Board  
When: Wednesday, November 8, 2023 | 12:00PM-1:00PM | Zoom Live

Today's Webinar has concluded.

Thank you for joining us!