

Georgetown Hospital Foundation Board Diversity

1.0 Purpose

The purpose of this project is to help Georgetown Hospital Foundation answer the following questions:

- a) How should the Foundation select the right board members that represent its community?
- b) How should Foundation ensure that its Board evolves as the community around the hospital evolves?

2.0 Procedure/methods

- a) Met with Executive Director of Georgetown Hospital
- b) Analyzed Georgetown Hospital Foundation's donor data
 - Georgetown Hospital Foundation's privacy procedures were followed for this exercise
- c) Researched information on demographic and trends in Halton Hills - particularly Georgetown
- d) Conducted literature search in the area of board diversity and recruiting board members

3.0 Georgetown Hospital

3.1 *Background*

Georgetown is a community in the town of Halton Hills and is part of the regional municipalities of Halton. The major population centers of Halton Hills are Georgetown and Acton.

Georgetown serves an urban and rural population of more than 59,000 and the population is expected to increase steadily over the next few years. In January 2006, Georgetown Hospital joined Oakville Trafalgar Memorial Hospital and Milton District Hospital as part of Halton Healthcare Services (HHS).

Halton Healthcare Services' mission is to provide compassionate, quality, community hospital care as part of an integrated system and its vision is to transform the community hospital experience.

3.2 *Diversity*

According to the Canada 2011 Census profile of Georgetown, the majority of people in Halton Hills are from European descent. The racial make-up of Halton Hills is 93.5% white, followed by 1.6% South Asian, 1.4% aboriginal and 1% black. The balance of the population consists of East Asians, Southeast Asian, Latin American, West Asian, Arab, Multiracial and other.

Halton has a much less diverse population than GTA, Hamilton and Peel. In 2001 Halton's visible minority population was 8.7% versus 32.5% in the GTA. The immigrant population was 22.9% versus 41.3% in the GTA with over one-third of Halton's immigrant population being from the U.S.A.

3.3 Trends

According to Vision Georgetown, currently there is a 1,000 acre parcel of land that will be home to 19,000 residents starting in 2021. This may result in increase of the number of minorities in Georgetown. However, according to a report called "Effect of Demographic Change" done by Hemson Consulting for Halton Region, it is unlikely that Georgetown will become a major destination location for new immigrants over the next 25 years.

According to an article in the Georgetown Independent/Acton Free Press newspaper dated May 26th, 2011, Dr. Jeff Sutherland (Associate Chief of Staff, Georgetown Hospital) stated that most out-of-town patients come from Mississauga and Brampton. Due to the growing population in these areas, there likely will be more patients coming from out-of-town to Georgetown Hospital. This will likely be exacerbated due to the fact that Georgetown Hospital has lower wait times in emergency rooms for complex conditions as compared to some of the bigger hospitals in the surrounding areas based on data from Government of Ontario's ER wait times' website. As the ethnic population in areas such as Mississauga and Brampton grows, Georgetown Hospital will likely see more visits from patients coming from visible minorities.

4.0 Findings

- a) Based on the extrapolation of names of Georgetown Hospital Foundation's donors, less than 5% of donors are from a visible minority. Of these, 80% are South Asian and the rest are primarily of Asian and Arab origin.
- b) It is unlikely that Georgetown will become a major destination location for new immigrants over the next 25 years.
- c) Most out-of-town patients come from Mississauga and Brampton. As the ethnic population in areas such as Mississauga and Brampton grows, Georgetown Hospital will likely see more visits from patients coming from ethnic communities.

5.0 Short Term Recommendations

Given that less than 5% of Georgetown Hospital Foundation's donors are from a visible minority it does not need to make drastic changes in its board structure in the short term.

The Foundation should consider implementing the following recommendations over the next 12 months:

- a) Establish criteria for selection of its board members.
 - It is important for the board to have members that have an understanding of the needs of the minorities that visit Georgetown Hospital. Given that 80% of ethnic donors are of South Asian origin and many out-of-town visitors are from Brampton and Mississauga, it is recommended that the board includes members

who have a general understanding of the needs of the Sikh, Muslim or Hindu religions as well as exposure to living in South Asia.

- Other criteria could include passion for the health care sector and particularly Georgetown Hospital and willingness to commit time for meetings and events at Georgetown Hospital Foundation.
- b) Develop a formal recruitment and application process for board member prospects.
- It is recommended that Georgetown Hospital Foundation have a formal recruitment process that is similar to that of recruiting paid positions at Georgetown Hospital Foundation.
 - Board positions are very important for the Foundation and it is only possible to get the best candidate for these positions by going through a formal recruitment process which should include formal job descriptions, interviews and screening. This process will ensure that the Foundation brings on board members based on their skills and experience and not ethnicity only.
- c) Develop and implement a vision to have a diverse board.
- Georgetown Hospital Foundation should consider including diversity in its mission and vision statements needs. This will help ensure that all its constituents feel included and will help the Foundation staff to recognize the importance of diversity, including the need to have a diverse board.
- d) Search for ethnic board members in professional organizations such as medical, accounting, law and business organizations that have the ethnic diversity that Georgetown Hospital Foundation would need.
- e) Consider leveraging free and/or inexpensive resources on diversity and inclusion. Examples of these resources include:
- Training offered by TRIEC (Toronto Region Immigrant Employment).
 - Board Governance online training (that has a diversity focus) offered by DiverseCity onboard.

6.0 Long Term Recommendations

Once Georgetown Hospital Foundation has implemented the short-term recommendations, it should consider implementing the following long-term recommendations:

- a) Ensure that board members continue to reflect the community's ethnicity.
- Georgetown Hospital Foundation should continuously analyze its donor base to review the ethnic origin of people making the donations. This will help the Foundation continuously review and adjust which ethnic representations it needs to have on its board.
 - Georgetown Hospital Foundation should also work with hospital staff to understand demographics of its patients. If Georgetown Hospital Foundation is able to get information from the hospital regarding the ethnic diversity or heritage

of its patients, it can ensure that it recruits new board members to reflect the ethnicities and heritage of the patients it serves. This will help the Foundation customize programs and communications to reach to each community group.

- b) Continue to maintain accurate profile of donors, including ethnicity and address.
 - As confirmed by Ontario's Human Rights Commission's website, collecting data for diversity initiatives that foster an organizational culture that is open and welcoming and respects people with different backgrounds, abilities and orientations is allowed by law. The Foundation should make it clear in all its communications with donors why the data is being collected.
- c) Develop and maintain of a Diversity and Inclusion Policy.
 - In anticipation of changing demographics of the hospital's patients and donors, it is recommended that Georgetown Hospital Foundation start development of its strategic plan and ensure that a Diversity and Inclusion (D & I) policy is developed that represents each of the following areas. This is based on learning from "Diversity and Inclusion: Policy to Practice: Running on Six Cylinders"™ by Hamlin Grange.
 - i. Leadership
For successful implementation of a D & I policy, it is critical that Georgetown Hospital Foundation's decision makers, including senior leaders, senior managers and board directors are committed to diversity and inclusion. They should have the knowledge and skills to communicate the diversity and inclusion policy and ensure that all of their actions support the policy.
 - ii. Programs/Services
Once Georgetown Hospital Foundation has board members that understand the needs of its ethnic donors and patients, it can work with Georgetown Hospital staffs to develop programs and services that fulfill the needs of the all communities. In addition, board members can work with their communities to make their fundraising events more appealing to ethnic communities.
 - iii. Stakeholder connections
The Foundation D & I policy should address stakeholder connections. The policy should document how the Foundation works with the diverse communities in its region, including actual and potential donors, funders, media and advocacy groups.
 - iv. Workplace Environment
The Foundation's D & I policy should clearly state that it believes that all its constituents should feel included, supported and accepted.
 - v. Marketing
The D & I policy should ensure that marketing strategies appeal to all its constituents in its communications and fundraising efforts.
 - vi. Human Capital
The D & I policy should address its resource base of skills, abilities, knowledge, perspectives and cultural competence. This will ensure that all its

constituents, ranging from employees; volunteers to board directors are valued and utilized most effectively.