

# Strategic Solicitations: Matching Donor Interests With Your Needs



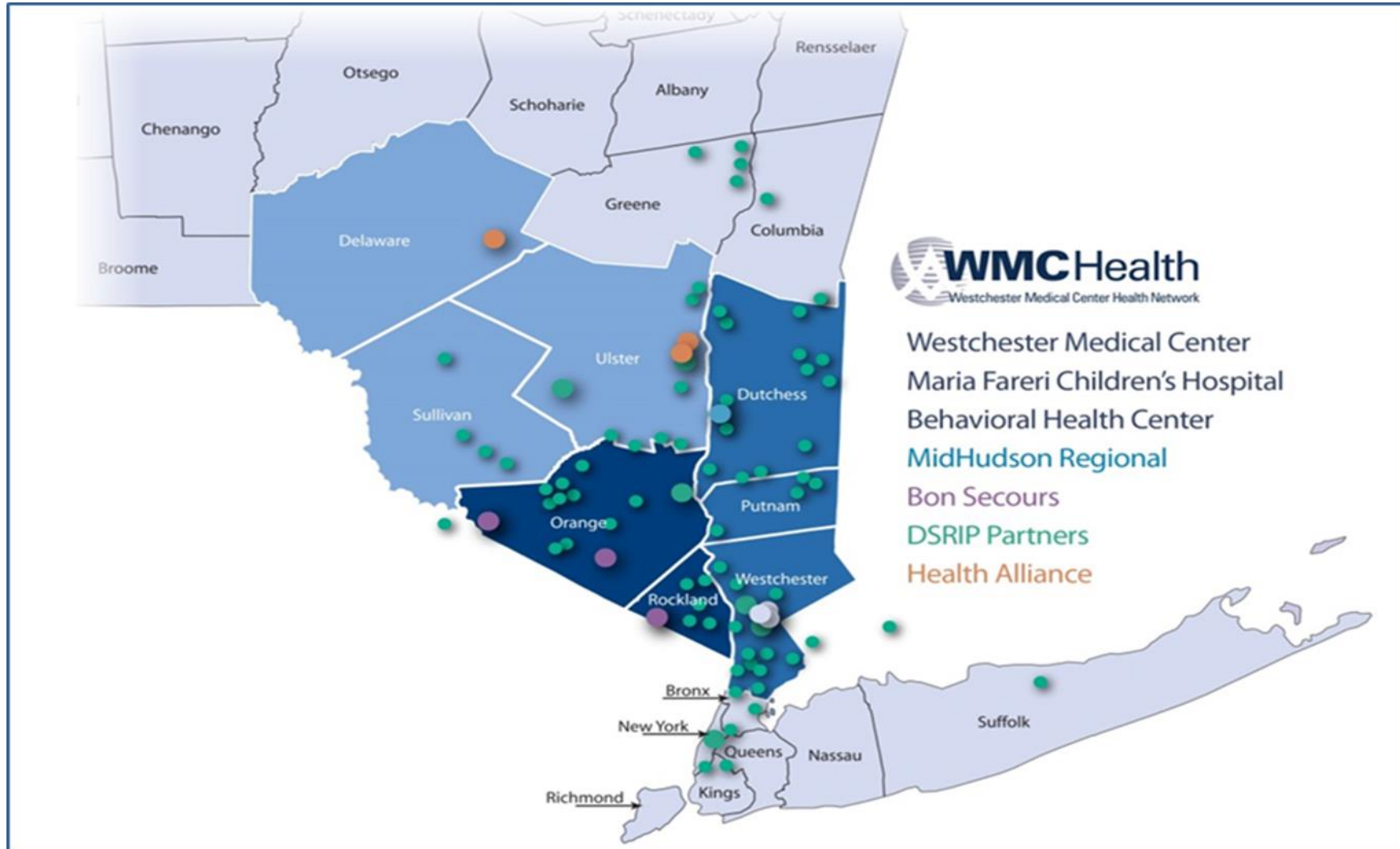
Kevin Carraccio

Senior Vice President of Development  
Westchester Medical Center Health Network  
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# Westchester Medical Center Health Network:

6 Foundations; 10 hospitals; Largely events-focused fundraising background/history



## And the winners are:

Environmental and Animal  
7.2%

Arts, Culture and Humanities  
6.4%

Health Organizations  
5.7%

Human Services  
4%

Public-society Benefit  
3.7%

Education  
3.6%

Religion  
3%

In 2016, INDIVIDUAL DONORS drove the rise in philanthropic giving  
And for only the sixth time in 40 years, all nine major philanthropy subsectors realized giving increases

# \$390.05 billion

Where did the generosity come from?\*

**Giving by Individuals**  
\$281.86 billion  
↑ 3.9% **72%**

increased 3.9 percent (2.6 percent when inflation-adjusted) over 2015

**Giving by Foundations**  
\$59.28 billion  
↑ 3.5% **15%**

was 3.5 percent (2.2 percent when inflation-adjusted) over 2015

**Giving by Bequest**  
\$30.36 billion  
↓ 9.0% **8%**

declined 9.0 percent (10.1 percent when inflation-adjusted) over 2015

**Giving by Corporations**  
\$18.55 billion  
↑ 3.5% **5%**

increased 3.5 percent (2.3 percent when inflation-adjusted) over 2015

Contributions by source  
(by percentage of the total)

The single largest contributor to the growth in total giving was an increase of \$10.53 billion in **GIVING BY INDIVIDUALS**—offsetting declines from bequest giving.

Where are all of the charitable dollars going?

(as a percentage of the total)

**32% Religion** \$122.94 billion

**15% Education** \$59.77 billion

**12% Human Services** \$46.80 billion

**10% To Foundations** \$40.56 billion

**8% Health** \$33.14 billion

**8% Public-Society Benefit** \$29.89 billion

**5% Arts, Culture, and Humanities** \$18.21 billion

**6% International Affairs** \$22.03 billion

**3% Environment/Animals** \$11.05 billion

**2% To Individuals** \$7.12 billion

Each charitable subsector grew in 2016 except for giving to individuals. Growth rates ranged from approximately 3–7 percent.

Giving to international affairs comprised a larger percentage of total charitable giving in the United States, increasing from 4 percent to 6 percent in 2016.

Giving to environment/animals increased 7.2 percent in 2016, the largest gain of any subsector, outpacing growth in overall giving for the last two years.

Giving USA Foundation™, The Giving Institute, and the Indiana University Lilly Family School of Philanthropy are pleased to continue their partnership in providing the most comprehensive, longest-running, and most rigorously researched resource on U.S. charitable giving, *Giving USA: The Annual Report on Philanthropy*. It is a privilege to report on Americans' generosity and related historical trends on U.S. charitable giving.

Visit [www.GivingUSA.org](http://www.GivingUSA.org) to learn more and to order your copy of *Giving USA 2017: The Annual Report on Philanthropy for the Year 2016*.

\* All figures on this infographic are reported in current dollars unless otherwise noted.



# What Motivates Donors to Give?

## What Benefits Do They Derive From Giving?

FIGURE 40: HIGH NET WORTH DONORS REPORTING GIVING BASED ON MOTIVATION TYPE IN 2011^ (%)

“On a scale of 1 to 5, do you usually give because of [or to] ...?”

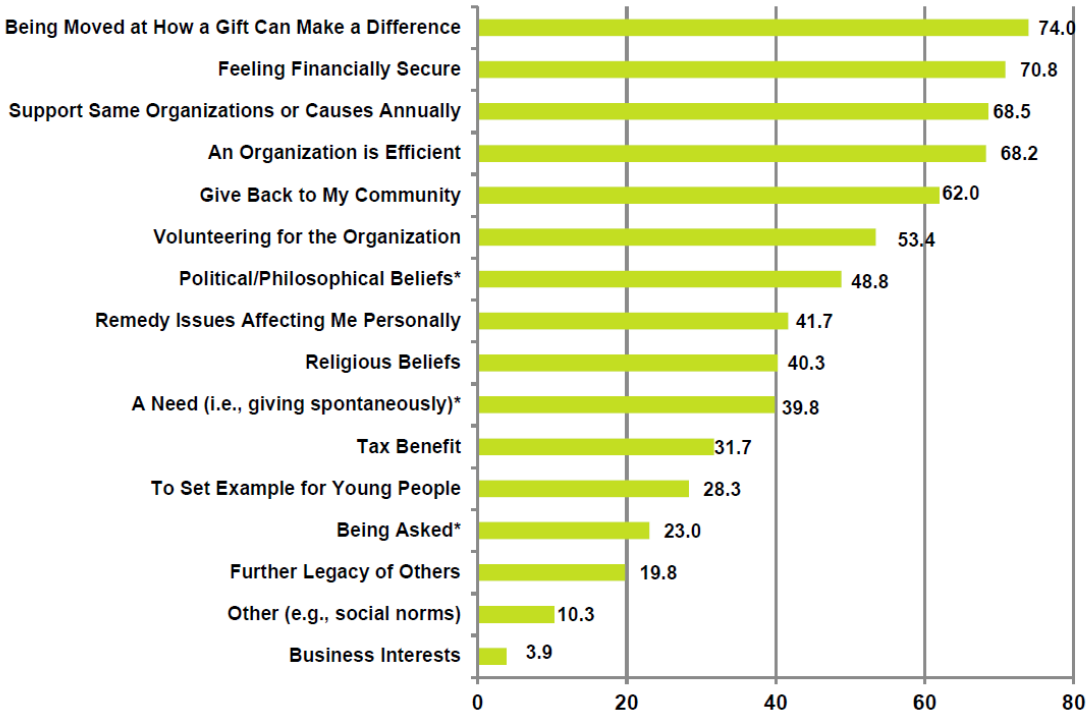
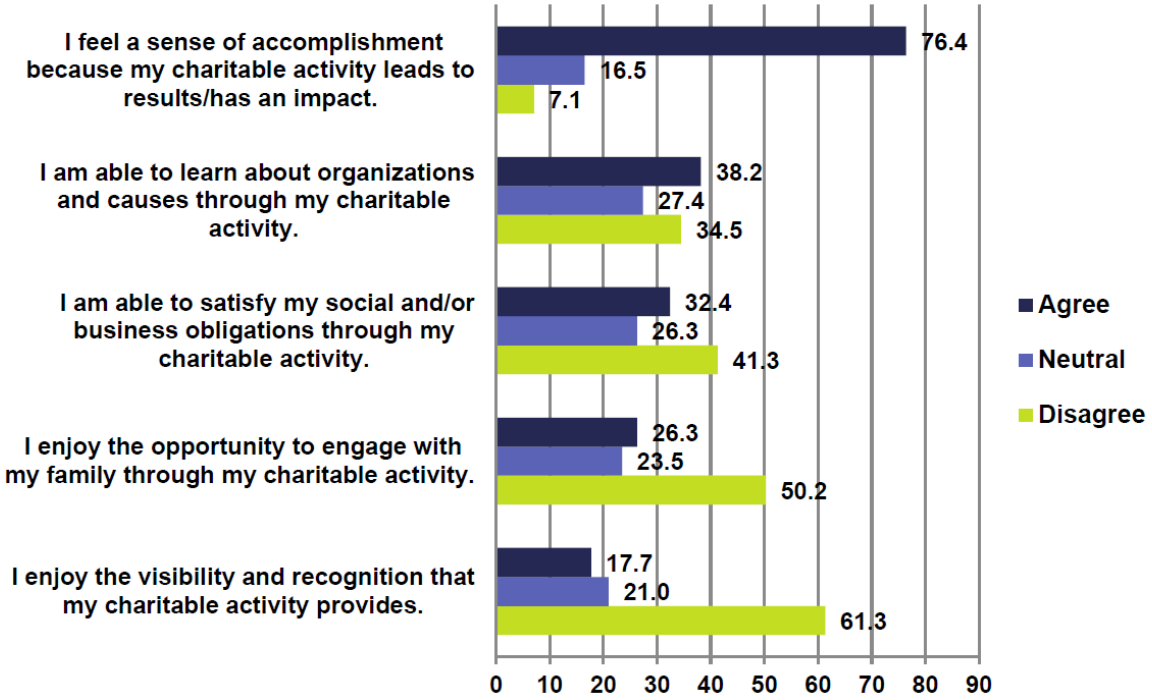


FIGURE 43: HIGH NET WORTH DONORS REPORTING BENEFITS DERIVED FROM CHARITABLE ACTIVITY^ (%)

“Which of the following statements do you agree or disagree with related to your charitable activity?”

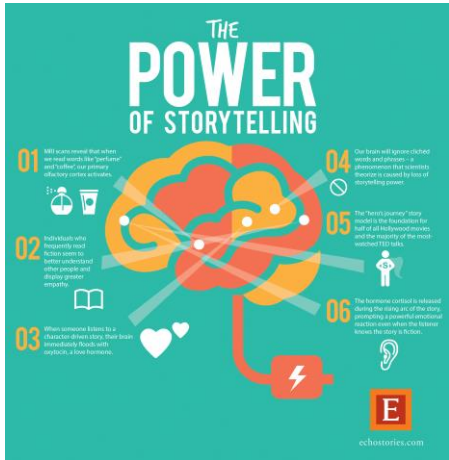


Source: 2012 Bank of America Study of High Net Worth Philanthropy

# DSRIP: Delivery System Reform Incentive Payment Program in NY



- ❖ Redesign of the Medicaid delivery system
- ❖ DSRIP's overall goal is to reduce avoidable hospital use by 25% over 5 years and overuse of emergency services.
- ❖ Health systems are NOT only in the business of delivering care anymore
- ❖ Good health is based on access to good clinical care, nutrition, transportation, language and cultural barriers, finances, housing, child care and education.
- ❖ Hospitals and health systems now see a role for themselves as “anchor institutions” in improving social determinants of health, including: housing, access to fresh foods, workforce development and economic development, in an effort to improve community health and wellness outcomes in the communities we serve.



# Know Yourself and Tell Your Story

- ❖ Make sure people know you are a charity and that you rely on community support.
- ❖ Tell your story from multiple points of view: employee, user of services, community that benefits, board members and volunteers. Arm others with a script.
- ❖ Tell your story on-site if at all possible.
- ❖ Listen attentively for cues about how your audience (prospect) relates to your story.
- ❖ What makes your story unique? What makes how your organization does what it does unique?
- ❖ Describe how others have left a legacy.
- ❖ Describe what others have shared that they valued that led to their decision to make a gift.
- ❖ Be proud but humble. Acknowledge the need to support other charities and the good work they do.
- ❖ Don't be afraid to express strength and capacity but need. Talk about funding cuts (real or potential) to critical services and needs that are created.
- ❖ Don't forget about after-event follow-up and solicitations.

# What Makes a “Good Gift?”

Depends who you ask...Donor's perspective vs. institution's.

## ❖ Donor's perspective:

- ❖ Passionate about cause not consistent with mission, but they like you
- ❖ Disproportionate recognition
- ❖ The “real cost” of doing something vs. proposed gift

## ❖ Institution's Perspective:

- ❖ Can we carry out goal of the gift?
- ❖ Is the gift creating something sustainable? Does that matter?
- ❖ What burdens does the gift place on the institution?
- ❖ Are we asking for the right gift (dollar amount, right time to be adding a program?)

Good Gift Checklist



# Donor-Centered Fundraising

- ❖ Philanthropy is comprised of a series of choices a donor gets to make as we lead them down a path of exploring opportunities.
- ❖ Truly donor-centered fundraising means allowing the donor to make choices that meet their needs.
- ❖ Social psychology research suggests that after someone makes a first-time gift they may be wondering what will come next. That “next step” needs to create a warm feeling leaving them yearning for more – a simple thank you letter won’t do.
- ❖ Donors’ needs generally relate to:
  - ❖ The way they are able or are required to give (cash, appreciated securities, donor advised funds/family foundations, retirement accounts, tangible property);
  - ❖ Recognition;
  - ❖ Family Legacy;
  - ❖ Demonstrating community support;
  - ❖ The opportunity to “repay” something done for them.
- ❖ Don’t assume or make choices for the donor – large or small.



# Be Creative, (appropriately) Persistent and Consistent

- ❖ Don't cultivate and/or steward everyone in the same way.
- ❖ Engage those around the prospect / donor (Assistants, children, grandchildren, financial advisors).
- ❖ Use touches for which you do not expect a response – create a substantive cultivation/stewardship plan with personal, substantive messaging so they know you are thinking of them.
- ❖ Do something out of the box if the timing and situation is appropriate
  - ❖ Hand-written solicitations – use the volunteers or board members;
  - ❖ Video thank you messages featuring clients/recipients of services;
  - ❖ Children's art if you have access to families receiving the benefit of donations.
- ❖ Keep it up! Until the restraining order is issued 😊😊😊😊





# What To Do When You Can't See or Touch It?

- ❖ Make people feel like they belong to something – societies, clubs, guilds.
- ❖ Build a corps of “early adopters” of a concept.
- ❖ Ask your institution’s closest friends and leaders to make exemplary gifts.
- ❖ Introduce your constituency to the theories of endowments and perpetual campaigns.
- ❖ Create annual mini-campaigns with a defined (achievable) goal – either number of donors or dollars or both.
- ❖ Consider time-limited legacy campaign to bridge the gap until priorities are defined.

# Creative Asks

- ❖ Split gift payments to create spendable gifts and an endowed fund.
- ❖ Larger gifts can come from a combination of outright cash and planned gifts.
- ❖ Gifts of property should not be overlooked, if your organization can deal with the management of the gift.
- ❖ Use gift annuities or other “starter” gifts as a “test” in ways to secure larger gifts later.
- ❖ Consider group-funding concepts. Either within families, social groups, alumni groups/associations or community organizations.
- ❖ Create crowd funding campaigns.
- ❖ Create asks and campaigns around milestones
  - ❖ Number of people served
  - ❖ Retirement of key staff/volunteers
  - ❖ Anniversaries – plan ahead!

# You've made the ask. Now what?

- ❖ Did you summarize your next steps?
- ❖ Did you offer a choice for following up and reiterate it?
- ❖ Who's in charge of that follow up?
- ❖ Do you know your donor's advisor(s)?
- ❖ What creative touches are happening between now and the gift decision?
- ❖ Who can endorse the project? A board member?
- ❖ What leaders should the donor meet to influence the decision?
- ❖ How can you create urgency?
- ❖ What tools do you need to get the job done?



Thank you!!!

**Kevin Carraccio**

Senior Vice President of Development

Kevin.carraccio@wmchealth.org

914-493-6299

[www.wmchealth.org](http://www.wmchealth.org)