

Board of Directors Skills and Knowledge Matrix

Core to the culture of Muskoka Algonquin Healthcare is quality. One determinant of board quality includes the complementary broad mix of skills, experience and knowledge of the board's directors. This collective set of abilities empowers the board's role in organizational oversight. Please assess your skills & knowledge on the matrix format below in the understanding that directors do not require proficiency in all skills as listed.

Rating Definitions:

MAHC is seeking Directors with education, training or life experience in the following categories:

- (A) Advanced: formal certification, degree, or demonstrated understanding/knowledge (10+ years)
- (I) Intermediate: above average understanding/knowledge (5-10 years)
- (B) Basic: general or modest understanding/knowledge
- (N) None: no understanding/knowledge

Skill/Knowledge	Definition
Financial	<ul style="list-style-type: none"> • Qualifications in accounting and/or finance and experience with analyzing key financial statements; critically assessing financial viability and performance, financial risk assessment, contribute to strategic financial planning; oversee budgets and the efficient use of resources; oversee funding and accountability. Links financial information to organizational priorities & goals.
Business & Management	<ul style="list-style-type: none"> • The skill and experience required to execute the fiduciary and oversight requirements of the Board, has held or holds a senior level management/executive position, to give good advice and challenge thinking. • Broad management and leadership experience involving human, financial, technological information management and technology and other resources. Able to determine how a particular initiative or opportunity will support the implementation of the corporate strategy and deliver on key performance objectives.
Strategic Planning	<ul style="list-style-type: none"> • Macro level understanding of the health care system & the longer term implications and opportunities. Have been actively involved in previous strategic plan development, implementation and monitoring. Have a very strong understanding of the purpose and processes related to strategic planning and the Board's role in the development, agreement & monitoring of the strategic progresses. • Advises Board on processes to define an organization's direction and provide potential decisions on the allocation of resources required to pursue a strategy. Able to look at issues in a broad context, taking into account a wide range of influences and circumstances, and see the implication of decisions. Strategic horizon responsibility includes monitoring existing strategic plan delivery and organizing & planning beyond existing strategic plan.
Enterprise Risk Management	<ul style="list-style-type: none"> • Critical understanding of Enterprise Risk Management, understanding that taking on risk is sometimes a necessity with the ability to identify key organizational risks including legal and regulatory compliance. Demonstrated ability to think critically about operational and governance issues to ensure the effective management of opportunities and adverse impacts.
Integration and Systems Enabler	<ul style="list-style-type: none"> • Has led or been part of, in a management or governance capacity, integration initiatives such as mergers and acquisitions. Understands the reasons for ongoing organizational and system behaviour, and then underlying problems, opportunities or political forces affecting the organization and the health system.
Innovation	<ul style="list-style-type: none"> • Recognized as a thoughtful inspiring leader and one who has led innovative approaches and/or new ventures. A person who will be readily able to see new opportunities and enhance the Board and managements ability to seek new approaches. • Encourages well considered & planned risk taking that drives new thinking and approaches that lead to innovative approaches and outcomes. Readily able to see future opportunities.

Community Relationship Building	<ul style="list-style-type: none"> • Has been actively engaged in the community and is seen as a community leader/influencer. • Understanding of broader stakeholder environments.
Quality and Performance	<ul style="list-style-type: none"> • Quality and safety expertise in business or industry; understanding of quality of care issues and performance measurement; benchmarking experience; experience in process improvement methodology
Communications and Marketing	<ul style="list-style-type: none"> • Demonstrated experience with identifying, anticipating, satisfying stakeholder expectations for products and services. • Experience with strategic communications and issues management
Human Resources Strategy	<ul style="list-style-type: none"> • Experience in planning and implementing human resource strategies (business or healthcare setting)
Environmental, Social, and Governance (ESG)	<ul style="list-style-type: none"> • Demonstrated knowledge of environmental, social, and governance (ESG) issues, including inclusion, diversity, equity, and anti-racism issues.
Health Care	<ul style="list-style-type: none"> • Experienced in or understanding of health care leadership or a practitioner with experience and/or understanding of health care operations, funding and systems. • Understands the principals and processes of funding for healthcare and the administration of funding relationships.