

MAHC Board of Directors Skills & Knowledge Matrix

Skill & Knowledge	Definition	Advanced <i>formal certification, degree or demonstrated knowledge (10+years)</i>	Intermediate <i>above average understanding /knowledge (5-10 years)</i>	Basic <i>general or modest understanding / knowledge</i>	None <i>no understanding /knowledge</i>
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. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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 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. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transformation	<ul style="list-style-type: none"> • Promote a culture of change by understanding the dynamic nature and factors impacting successful and sustainable outcomes. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integration & 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. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Funding	<ul style="list-style-type: none"> • Understands the principals and processes of funding for healthcare and the administration of funding relationships 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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 management’s 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. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community Relationship Building	<ul style="list-style-type: none"> • Has been actively engaged in the community and is seen as a community leader/influencer. • Undertaking of broader stakeholder environments. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality & 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 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications & Marketing	<ul style="list-style-type: none"> • Demonstrated experience with identifying, anticipating, satisfying stakeholder expectations for products and services. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources Strategy	<ul style="list-style-type: none"> • Experience in planning and implementing human resource strategies (business or healthcare setting) 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>