

### Board Knowledge and Experience 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.

<b>Rating Scale Definitions:</b>	Advanced = 3 Excellent level, e.g. Certification	Intermediate = 2 Average level	Beginner = 1 Basic or introductory level	None = 0 No knowledge
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Area of Knowledge and Experience	Description
<b>Accounting</b>	Experienced in or understanding of generally accepted accounting principles, auditing and/or analyzing financial statements.
<b>Board &amp; Governance</b>	Experienced in or understanding of best practice principles associated with organizational structure, processes, accountabilities and decision making, current governance issues and trends, and prior governance experience.
<b>Business Management</b>	Experienced in or understanding of leading others in a large, complex organization. Know what it is to lead, articulate a vision, monitor risks and measure performance to achieve positive results. Skilled in complex change management and communications.
<b>Clinical</b>	Experienced Health Care Practitioner: professional staff (medical, dental, midwifery, extended class nursing staff), Nursing (RN, RPN), Allied Health,
<b>Construction &amp; Project Management</b>	Experienced in or understanding of leadership in large-scale planning, development, and/or project design and implementation.
<b>Equity, Diversity, Inclusion and Anti-Racism</b>	Experienced in or understanding of diversity issues related to social inclusiveness (ethnic, socioeconomic and gender variety), in a group, society, or institution
<b>Education Industry</b>	Experienced in or understanding of education, including medical teaching and applied research, elementary, secondary or post-secondary experience.
<b>Healthcare Ethics and Research</b>	Experienced in or understanding of theories and principles of ethics in health care, education or other areas. Experienced in or understanding of data collection, information or facts for the advancement of knowledge.
<b>Finance</b>	Experienced in or understanding of appropriate financial controls and management practices required to achieve key financial metrics.
<b>Government &amp; Government Relations</b>	Experienced in or understanding of dealing with or working alongside regional, provincial and / or federal government or regulatory bodies. Understanding of the complex nature of government decision making and forging effective relationships in order to influence decision making.
<b>Health Care Policy &amp; Systems</b>	Experienced in or understanding of health care leadership or a practitioner with experience and/or understanding of health care funding and systems.
<b>Human Resources Management</b>	Experienced in or understanding of organizational structure and development, human resources oversight, compensation, performance management, change management, talent management, and succession planning.
<b>Technology</b>	Experienced in or understanding of leading the implementation and/or management of complex information technology systems and processes.
<b>Labour Relations</b>	Experienced in or understanding of working or managing in a unionized environment.

Area of Knowledge and Experience	Description
<b>Legal</b>	Law degree or experienced in or understanding of corporate, commercial, health or regulatory fields.
<b>Patient &amp; Health Care Advocacy</b>	Experienced in or understanding of how hospital and other health care programs, practices and policies impact patients and families. Experienced or understanding of identifying and addressing patient needs in all aspects of care.
<b>Political Acumen</b>	Experienced in or understanding of the political, cultural and economic environment and how decisions impact local, regional and provincial stakeholders.
<b>Public Affairs &amp; Communication</b>	Experienced in or understanding of corporate communications including all elements of internal and external communications, such as marketing, media relations, engagement and stakeholder relations.
<b>Quality, Safety &amp; Performance Improvement</b>	Understanding of key quality and safety principles from health care or other sectors (e.g., education or industry). Experienced in or understanding of identifying, planning for and implementing strategies to drive continuous quality improvement to mitigate organizational risks. Understanding of the effective use of performance measurement to achieve quality improvement.
<b>Relationship and Partnership Building</b>	Experienced in or understanding of strategies to build stakeholder relationships through engagement and dialogue. Experienced in or understanding of creating strategic partnership with other organizations and groups to further the aims of the Strategic Plan.
<b>Enterprise Risk Management</b>	Experienced in or understanding of the effective oversight of a comprehensive enterprise risk management system, including the prioritization of relevant risks and ensuring appropriate risk levels.
<b>Strategic Planning</b>	Experienced in or understanding of oversight and development of a strategic planning process and plan. Understanding and evaluating strategic plans including updates provided on developments affecting the strategy.