

<b>Policy/Procedure Name:</b>	<b>Nominations Process for the Board</b>
<b>Number:</b>	
<b>Effective Date:</b>	01 SEPT 2011
<b>Revision Date:</b>	11 MAY 2023

<b>Manual:</b>	Governance
<b>Section:</b>	Board Effectiveness
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**Scope**

The policy pertains to all the Muskoka Algonquin Healthcare (MAHC) Board of Directors and Committee Appointee Members.

**Policy Statement**

The nominations process sets out a systematic, transparent, accountable, and fair process by which the Nominations Committee will recommend candidates to the Board for election by the members.

In order to adhere to the requirements of the *Public Hospitals Act*, pursuant to which at least four Directors must retire (subject to re-election) each year, Director appointments will be staggered and any mid-term vacancy will be filled by the Board for the balance of the vacated term.

**Procedure**

Beginning in January, the Nominations Committee will:

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- Determine the number of vacancies in the office of Director and include in this number incumbent Directors who are eligible for re-election.
- Using the Guidelines for Nominations of Directors (attached as Schedule A), which includes the Skills Matrix, review the Board profile of skills and expertise in incumbent Directors and identify the specific skills and expertise that are required to fill vacancies.
- Release a call for nominations and encourage interested parties (including incumbent Directors) to submit applications on a standard form (attached as Schedule B, as amended from time to time).
- Advertise vacancies through print and other accessible media with a reach throughout the Corporation’s catchment area as well as the Corporation’s website.
- Advertise and host an information session for interested applicants.
- All advertisements will offer accommodations throughout the recruitment process for individuals who have accessibility needs in order to participate, including, as an example, physical, verbal, visual, and auditory accommodations. Advertisements will include information on how to request any accommodations that may be needed.
- Review the applications submitted to the Nominations Committee (which shall be addressed to the Nominations Committee Chair).
- Identify a short list of candidates, including incumbent Directors, for interview by the Nominations Committee and interview and evaluate the short listed candidates against the criteria set out in the Guidelines for Nomination of Directors (attached as Schedule A). The Nominations Committee will ensure that minutes are kept with respect to deliberations on potential candidates, including the rankings and perceived strengths and weaknesses of each candidate. Confidential notes will be maintained by the Board Liaison containing sufficient detail to permit an independent observer to understand the methodology applied by the Nominations Committee, including the weight of various factors, in coming to its recommendation.
- If the candidate being considered for nomination is an incumbent Director seeking re-election or a former Director, take into account the evaluation of that individual’s performance as a Director (renewal will not be automatic), while balancing the need to ensure ongoing expertise and succession planning.
- Ensure personal reference and criminal reference checks are completed for candidates selected for nomination that are not currently Directors.

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- Ensure criminal reference checks are completed for candidates selected for nomination that are incumbent Directors.
- Recommend to the Board for presentation to the members’ the candidate(s) for Director(s) equal to the number of vacancies for approval by the members’ at the annual members’ Meeting as per the following process:
  - A special meeting of the Board would be called for discussion of the recommended slate and the rationale. No supporting documentation would be pre-circulated.
  - The formal vote on the recommendation to occur at the next regular Board meeting.
- In the event of a mid-term vacancy of an elected Director, the Board may request that the Nominations Committee initiate a process to recommend to the Board a replacement Director.
- Consistent with best practice, the Nominations Committee will maintain a roster of candidates eligible for election to the Board and look for opportunities to keep these candidates engaged.

**Notes**

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**Appendices**

- Schedule A – Guidelines for Nominations of Directors  
 Schedule B – Application to Serve on the Board of Directors
- Appendix A — Director Candidate Application Form
  - Appendix B — Qualifications of Directors
  - Appendix C — Position Description, Director
  - Appendix D — Skills and Knowledge Matrix

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**Schedule A - Guidelines for Nominations of Directors**

Through the nominations and election process, the Board selects Directors according to their skills, experience, and personal qualities.

The membership of the Board and its Committees should demonstrate the balance of skills, expertise, and perspectives required to fulfill its governance roles and responsibilities. The membership of the Board should reflect the diversity of the Corporation’s catchment area.

***Board Skills and Expertise***

The Board should collectively possess a range of skills, expertise and experience as described in the Skills & Knowledge Matrix (attached as Appendix D), which is further informed by the following list and specific skills, expertise, and experience depending on the current Board composition and the needs of the Board in the future Board cycle:

- community leadership;
- strategic planning;
- senior level business management;
- finance, accounting, and audit;
- quality, risk management, and performance management;
- governance;
- knowledge of the Corporation’s own governance and operations;
- government relations;
- human resource management;
- knowledge of the healthcare system;
- legal expertise;
- marketing and communications;
- construction design/management;
- clinical expertise;
- bio-medical ethics;
- conflict resolution; and
- information technology.

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### ***Profile of a Director***

The qualities and attributes expected of all Directors include:

- a commitment to the Corporation’s mission, vision, and values
- experience in and understanding of governance including the roles and responsibilities of the Board and of individual Directors, and the difference between governance and management;
- enthusiasm for the role and its demands;
- personal and professional integrity, wisdom, ethical behavior, and judgment;
- an ability to work and communicate effectively as a member of the team with other members of the Board and senior management;
- demonstrate strategic thinking;
- an ability and a willingness to commit the necessary time to participate in Board meetings, Committee meetings, meeting preparation, Board orientation, and continuing education, retreats, and Corporate events;
- a willingness to serve on a volunteer basis in accordance with the Corporation’s Letters Patent and By-laws;
- be free of conflicts that would impede a Director’s ability to fulfill their fiduciary duties;
- a commitment to comply with the Board’s conflict of interest policies, and code of conduct;
- an ability and a willingness to represent the Corporation, as required;
- an ability to work positively, cooperatively, and respectfully with others;
- a commitment to ethical standards and behaviors; and
- demonstrate community leadership potential.

Every Director shall meet at least one of the criteria set out below:

- be an individual whose name appears on the then current municipal voters list for the municipalities wholly within the Catchment Area;
- be an individual whose names appears on the then current tax roll for municipalities wholly within the Catchment Area;
- be an individual who can demonstrate to the satisfaction of the Board that they have resided in the Catchment Area for at least 90 of the 365 days next preceding their application for membership; or
- be an individual who is employed or carries on business in the Catchment Area.

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### Schedule B - Application to Serve on the Board of Directors

#### Purpose

This policy outlines the process by which application can be made to become a member of the Board of Directors

#### Scope

The policy pertains to the Board of Directors at Muskoka Algonquin Healthcare (MAHC).

#### Policy Statement

The Board is a skills/knowledge-based Board with a passion to serve. Directors are chosen for their skill, competency, knowledge and experience, which will support the mission of MAHC. While in keeping with the objective of maintaining a skills/knowledge-based Board, Board membership should reflect the diversity of the Corporation’s catchment area.

#### Procedure

- (a) To apply to be a member of the Muskoka Algonquin Healthcare Board of Directors, the attached candidate form must be completed and submitted along with a copy of a current resume or a brief biographical sketch.
- (b) Applications are completed via an electronic submission process available through [www.mahc.ca](http://www.mahc.ca). Applicants that do not have access to electronic devices may submit hardcopy through the Board Liaison.
- (c) Applications are accepted at any time and kept on file. Specific deadlines may be set from time to time by the Nominations Committee as appropriate and will be advertised in local print media and on the hospital's website.
- (d) Additional information about the application process can be obtained by contacting the Board Liaison at 705.789.0022 x2342 or via email.

#### Appendices

- Appendix A — Director Candidate Application Form
- Appendix B — Qualifications of Directors
- Appendix C — Position Description, Director
- Appendix D — Skills & Knowledge Matrix

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### **Appendix A - Board Application**

Members of the Board of Directors play a vital role in providing effective governance and strategic leadership that supports providing outstanding patient care today and in the future. Muskoka Algonquin Healthcare is seeking volunteers for our skills-based governing team. As a Board member you will be able to devote at least 25 hours per month for up to three years and meet all eligibility requirements.

Not sure if you can commit to being a full Director, you can also apply to be a Committee Appointee Member who due to the relevance of their skills and expertise in a particular area would make a valuable contribution to the work of a Standing Committee. Committee Appointee Members are able to devote at least 3-5 hours bi-monthly to the work of a Committee plus attend meetings.

1. Please provide your name and contact information:

Name: _____	Address: _____
City/Town: _____	Postal Code: _____
Email: _____	Phone: _____

2. Please indicate what position(s) you are interested in:

- Director Position                     
  Committee Appointee Member                     
  Either position, wherever the greatest need is.

3. The MAHC Board of Directors has several Standing Committees. The Board Committees and Terms of Reference Policy provides a more detailed description of each of their responsibilities. Please indicate what Committee(s) you would be interested in serving. Select all that apply

- Quality & Patient Safety                     
  Resources & Audit                     
  Audit Subcommittee  
 Governance                     
  MAHC MAOHT

4. The MAHC Board of Directors is seeking members with extensive experience on boards with similar scope and challenges. My governance experience is:

- Some, I have been a member of at least one Board
- Good, I have sat on more than one Board of similar complexity and challenges, or may have supported such Boards in a work capacity.
- Advanced, I have sat on multiple Boards including Boards with similar complexities and challenges.

5. Please identify any Offices held (if any) on previous Boards by providing the name of the organization, the dates and position.

6. Please explain why you wish to be considered for a position on the MAHC Board of Directors.

7. Please upload a current CV or resume

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## Skills & 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	Rating
Financial	<ul style="list-style-type: none"> <li>• 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 &amp; goals.</li> </ul>	<input type="radio"/> A <input type="radio"/> I <input type="radio"/> B <input type="radio"/> N
Business & Management	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>	<input type="radio"/> A <input type="radio"/> I <input type="radio"/> B <input type="radio"/> N
Strategic Planning	<ul style="list-style-type: none"> <li>• Macro level understanding of the health care system &amp; 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 &amp; monitoring of the strategic progresses.</li> <li>• 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 &amp; planning beyond existing strategic plan.</li> </ul>	<input type="radio"/> A <input type="radio"/> I <input type="radio"/> B <input type="radio"/> N
Enterprise Risk Management	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<input type="radio"/> A <input type="radio"/> I <input type="radio"/> B <input type="radio"/> N
Integration and	<ul style="list-style-type: none"> <li>• Has led or been part of, in a management or governance capacity, integration initiatives such</li> </ul>	<input type="radio"/> A <input type="radio"/> I

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Systems Enabler	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="radio"/> B <input type="radio"/> N
Innovation	<ul style="list-style-type: none"> <li>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.</li> <li>Encourages well considered &amp; planned risk taking that drives new thinking and approaches that lead to innovative approaches and outcomes. Readily able to see future opportunities.</li> </ul>	<input type="radio"/> A <input type="radio"/> I <input type="radio"/> B <input type="radio"/> N
Community Relationship Building	<ul style="list-style-type: none"> <li>Has been actively engaged in the community and is seen as a community leader/influencer.</li> <li>Understanding of broader stakeholder environments.</li> </ul>	<input type="radio"/> A <input type="radio"/> I <input type="radio"/> B <input type="radio"/> N
Quality and Performance	<ul style="list-style-type: none"> <li>Quality and safety expertise in business or industry; understanding of quality of care issues and performance measurement; benchmarking experience; experience in process improvement methodology</li> </ul>	<input type="radio"/> A <input type="radio"/> I <input type="radio"/> B <input type="radio"/> N
Communications and Marketing	<ul style="list-style-type: none"> <li>Demonstrated experience with identifying, anticipating, satisfying stakeholder expectations for products and services.</li> <li>Experience with strategic communications and issues management</li> </ul>	<input type="radio"/> A <input type="radio"/> I <input type="radio"/> B <input type="radio"/> N
Human Resources Strategy	<ul style="list-style-type: none"> <li>Experience in planning and implementing human resource strategies (business or healthcare setting)</li> </ul>	<input type="radio"/> A <input type="radio"/> I <input type="radio"/> B <input type="radio"/> N
Environmental, Social, and Governance (ESG)	<ul style="list-style-type: none"> <li>Demonstrated knowledge of environmental, social, and governance (ESG) issues, including inclusion, diversity, equity, and anti-racism issues.</li> </ul>	<input type="radio"/> A <input type="radio"/> I <input type="radio"/> B <input type="radio"/> N
Health Care	<ul style="list-style-type: none"> <li>Experienced in or understanding of health care leadership or a practitioner with experience and/or understanding of health care operations, funding and systems.</li> <li>Understands the principals and processes of funding for healthcare and the administration of funding relationships.</li> </ul>	<input type="radio"/> A <input type="radio"/> I <input type="radio"/> B <input type="radio"/> N

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Applicants would only complete one of the following "Qualifications and Statement of Commitment" forms based on if they are applying for a Director role, Committee Appointee Member role, or both.

**Director Qualifications and Statement of Commitment**

I hereby apply to be considered for a nomination with the MAHC Board of Directors as a Director, and in doing so, acknowledge and declare that: (please check each statement below to indicate your acknowledgement).

I can regularly attend monthly Board and Committee meetings. (Meeting schedules are provided in advance)	Yes	No
I could, with notice, attend additional meetings when required.	<input type="checkbox"/>	<input type="checkbox"/>
I can attend development/training sessions for Board members on weekends and/or evenings, with advance notice.	<input type="checkbox"/>	<input type="checkbox"/>
I can devote at least 25 hours per month to the MAHC Board of Directors.	<input type="checkbox"/>	<input type="checkbox"/>
I understand that if chosen to proceed through the interview process a Police Criminal Record Check will be required and any nomination will be contingent on the completion of this process	<input type="checkbox"/>	<input type="checkbox"/>
I confirm that I have reviewed the Qualifications of Directors. I understand and meet the criteria as outlined and agree to respect the confidentiality of the nomination process. Visit <a href="http://www.mahc.ca/en/about/Become_a_board_member.asp">http://www.mahc.ca/en/about/Become_a_board_member.asp</a> to view the Qualifications of Directors and Position Description.	<input type="checkbox"/>	<input type="checkbox"/>
I confirm that I have reviewed Position Description for Elected Directors and agree that, if elected, will serve as a Director in accordance with the Bylaws and Responsibilities of Individual Directors, including Board confidentiality. I understand that I will be required to sign an annual declaration attesting to this. Visit <a href="http://www.mahc.ca/en/about/Become_a_board_member.asp">http://www.mahc.ca/en/about/Become_a_board_member.asp</a> to view the Qualifications of Directors and Position Description.	<input type="checkbox"/>	<input type="checkbox"/>

Please tell us how you learned of this opportunity:

<input type="checkbox"/> Radio	<input type="checkbox"/> MAHC Website	<input type="checkbox"/> Word of Mouth	<input type="checkbox"/> Social Media	<input type="checkbox"/> Other
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**Committee Appointee Member Qualifications and Statement of Commitment**

I hereby apply to be considered for a nomination with the MAHC Board of Directors as a Committee Appointee Member, and in doing so, acknowledge and declare that: (please check each statement below to indicate your acknowledgement).

I can regularly commit 3-5 hours bi-monthly to prepare for and attend Committee meetings (Meeting schedules are provided in advance)	Yes	No
I could, with notice, attend additional meetings when required.	<input type="checkbox"/>	<input type="checkbox"/>
I can attend development/training sessions for Board members on weekends and/or evenings, with advance notice.	<input type="checkbox"/>	<input type="checkbox"/>
I understand that if chosen to proceed through the interview process a Police Criminal Record Check will be required and any nomination will be contingent on the completion of this process	<input type="checkbox"/>	<input type="checkbox"/>
I confirm that I have reviewed the qualifications and meet the criteria as outlined and agree to respect the confidentiality of the nominations process.	<input type="checkbox"/>	<input type="checkbox"/>
I confirm that if appointed I will serve in accordance with the Bylaws and governing policies, including confidentiality. I understand that I will be required to sign an annual declaration attesting to this.	<input type="checkbox"/>	<input type="checkbox"/>

Please tell us how you learned of this opportunity:

<input type="checkbox"/> Radio	<input type="checkbox"/> MAHC Website	<input type="checkbox"/> Word of Mouth	<input type="checkbox"/> Social Media	<input type="checkbox"/> Other
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**Director and Committee Appointee Member Qualifications and Statement of Commitment**

I hereby apply to be considered for a nomination with the MAHC Board of Directors as a Director or a Committee Appointee Member, and in doing so, acknowledge and declare that: (please check each statement below to indicate your acknowledgement).

In the case of a Director position, I can regularly attend monthly Board and Committee meetings and devote at least 25 hours per month. In the case of a Committee Appointee Member, I can regularly commit 3-5 hours bi-	Yes	No
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monthly to prepare for plus attend Committee meetings (meeting schedules are provided in advance).		
I could, with notice, attend additional meetings when required.	<input type="checkbox"/>	<input type="checkbox"/>
I can attend development/training sessions for Board members on weekends and/or evenings, with advance notice.	<input type="checkbox"/>	<input type="checkbox"/>
I understand that if chosen to proceed through the interview process a Police Criminal Record Check will be required and any nomination will be contingent on the completion of this process	<input type="checkbox"/>	<input type="checkbox"/>
I confirm that I have reviewed the qualifications and meet the criteria as outlined and agree to respect the confidentiality of the nominations process.	<input type="checkbox"/>	<input type="checkbox"/>
I confirm that if appointed I will serve in accordance with the Bylaws and governing policies, including confidentiality. I understand that I will be required to sign an annual declaration attesting to this.	<input type="checkbox"/>	<input type="checkbox"/>

Please tell us how you learned of this opportunity:

<input type="checkbox"/> Newspaper Advertisement	<input type="checkbox"/> Radio	<input type="checkbox"/> MAHC Website	<input type="checkbox"/> Word of Mouth	<input type="checkbox"/> Social Media	<input type="checkbox"/> Other
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### **Appendix B - Qualifications of Directors**

#### **1.1 Definitions**

(r) “**Excluded Person**” means:

- (i) any person providing supplies or services or their affiliates and any director, owner, operator, major shareholder, management staff or senior executive (as well as their formal associates including parents, siblings, children, spouses and common-law partners) of such person(s) if such person(s):
  - A. is under material contract with the Corporation;
  - B. has responded to a request for proposals issued by the Corporation in the previous fiscal year;
  - C. is receiving or intending to receive formal placement referrals from the placement co-ordination service function of the community care access centre division of the Corporation; or
  - D. intends to submit a proposal;
- (ii) employees of the Ministry of Health and Long-Term Care;
- (iii) elected representatives of any municipal, regional, county or township government located in the Catchment Area;
- (iv) any member of the Credentialed Staff other than the members of the Medical Staff appointed to the Board pursuant to the Public Hospitals Act;
- (v) any employee other than those appointed to the Board pursuant to the Public Hospitals Act;
- (vi) any spouse, common law partner, dependent child, parent, brother or sister of an employee or member of the Credentialed Staff;
- (vii) any person who lives in the same household as a member of the Credentialed Staff or an employee of the Corporation; and
- (viii) any persons who are members of the Corporation's volunteer associations, foundation or other similar entity;

#### **4.3 Qualifications of Directors**

No individual shall be qualified to serve as a Director if the individual:

- a) is less than eighteen (18) years of age;
- b) has the status of a bankrupt;
- c) is an Excluded Person, except as otherwise provided in this By-law;
- d) has been found to be incapable of managing property pursuant to the *Substitute Decisions Act*, 1992 or under the *Mental Health Act*; or
- e) has been found to be incapable by any court in Canada or elsewhere.

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### **Appendix C - Position Description**

<b>Application</b>		
This position description applies to all elected and ex-officio directors and is provided to Directors before they are recruited for appointment to the Board. A director who wishes to serve on the Board must confirm he/she will abide by the position description.		
<b>Purpose</b>		
Muskoka Algonquin Healthcare is committed to achieving excellence in the quality of its governance and has adopted this position description describing the responsibilities and expectations of directors. As a member of the Board, and in contributing to the collective achievement of the role of the Board, the individual Director is responsible for the following:		
<b>Fiduciary Duties</b>	<b>Accountability</b>	<b>Education</b>
Each is expected to act ethically, honestly, in good faith and in the best interest of MAHC and in so doing, supports MAHC in fulfilling its mission and mandate and in discharging its accountabilities.  A Director exercises the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.  Directors with special skill and knowledge are expected to apply that skill and knowledge to matters that come before the Board.	A Director's fiduciary duties are owed to the Corporation.  A Director does not represent the specific interests of any constituency. A Director acts and makes decisions that are in the best interest of MAHC as a whole.  A Director shall be knowledgeable of the stakeholders to whom MAHC is accountable and shall appropriately take into account the interests of such stakeholders when making decisions, but shall not prefer the interests of any one group if to do so would not be in the best interest of MAHC.	A Director seeks opportunities to participate in education events and be informed about the Board and the key issues at MAHC and in the broader health care system through review of the Board Orientation Manual, participation in Board orientation and ongoing Board education.
<b>By-laws and Policies</b>	<b>Teamwork</b>	<b>Community Representation and Support</b>
A Director will be knowledgeable of and comply with the By-laws, Board and Hospital policies that are applicable to the Board, including: <ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Confidentiality Policy</li> <li>• Conflict of Interest Policy</li> </ul>	A Director will work positively, cooperatively and respectfully with others in the performance of his or her duties while exercising independence in decision making.	A Director will represent the Board and Hospital in the community when asked to do so by the Board Chair.  Directors are expected to support the Foundations/Auxiliaries, and are strongly encouraged to provide financial support to both Foundations in accordance with their means and shall support the Hospital, Foundation and Auxiliaries through attendance at events.

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<b>Time and Commitment</b>	<b>Contribution to Governance</b>	<b>Continuous Improvement</b>
<p>A Director is expected to commit the time required to fulfill Board and committee responsibilities.</p> <p>All Directors are expected to serve on two standing Board standing committees following one year service. Committees generally meet bi-monthly.</p>	<p>Directors are expected to make contribution to the governance role of the Board through:</p> <ul style="list-style-type: none"> <li>• Reading materials In advance of meetings and coming prepared to contribute to discussions;</li> <li>• Offering constructive contributions to Board and Committee discussions;</li> <li>• Voicing conflicting opinions during meetings but respecting the decision of the majority even when the Director does not agree with it;</li> <li>• Respect the role of the Chair;</li> <li>• Participate in Board evaluations and annual performance reviews.</li> </ul>	<p>A Director is committed to a process of continuous self-improvement as a Board member.</p> <p>All Directors participate in evaluation of the Board and in individual Directors peer assessment and act upon results in a positive and constructive manner.</p>
<b>Term and Renewal</b>		
<p>A Director Is elected for a term of three years and may serve for a maximum of 9 years. A Director's renewal is not automatic and is dependent upon an analysis of the Board skills and experience required as well as the Director's performance.</p>		

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### **Appendix D – 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"> <li>• 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 &amp; goals.</li> </ul>
Business & Management	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>
Strategic Planning	<ul style="list-style-type: none"> <li>• Macro level understanding of the health care system &amp; 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 &amp; monitoring of the strategic progresses.</li> <li>• 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 &amp; planning beyond existing strategic plan.</li> </ul>
Enterprise Risk Management	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Integration and Systems Enabler	<ul style="list-style-type: none"> <li>• 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,</li> </ul>

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	and then underlying problems, opportunities or political forces affecting the organization and the health system.
Innovation	<ul style="list-style-type: none"> <li>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.</li> <li>Encourages well considered &amp; planned risk taking that drives new thinking and approaches that lead to innovative approaches and outcomes. Readily able to see future opportunities.</li> </ul>
Community Relationship Building	<ul style="list-style-type: none"> <li>Has been actively engaged in the community and is seen as a community leader/influencer.</li> <li>Understanding of broader stakeholder environments.</li> </ul>
Quality and Performance	<ul style="list-style-type: none"> <li>Quality and safety expertise in business or industry; understanding of quality of care issues and performance measurement; benchmarking experience; experience in process improvement methodology</li> </ul>
Communications and Marketing	<ul style="list-style-type: none"> <li>Demonstrated experience with identifying, anticipating, satisfying stakeholder expectations for products and services.</li> <li>Experience with strategic communications and issues management</li> </ul>
Human Resources Strategy	<ul style="list-style-type: none"> <li>Experience in planning and implementing human resource strategies (business or healthcare setting)</li> </ul>
Environmental, Social, and Governance (ESG)	<ul style="list-style-type: none"> <li>Demonstrated knowledge of environmental, social, and governance (ESG) issues, including inclusion, diversity, equity, and anti-racism issues.</li> </ul>
Health Care	<ul style="list-style-type: none"> <li>Experienced in or understanding of health care leadership or a practitioner with experience and/or understanding of health care operations, funding and systems.</li> <li>Understands the principals and processes of funding for healthcare and the administration of funding relationships.</li> </ul>

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