OSMH BOARD ATTRIBUTES & SKILLS MATRIX

Prior to Completing the enclosed skills matrix, please review the instructions below

1. Please answer the enclosed matrix as an honest reflection of your personal abilities to each of the noted sections below. Your individual skills matrix is aggregated with the balance of the existing Board Members to develop a snapshot of the diverse and unique skills / experiences to best represent our community; ensuring adequate coverage of basic-to-subject matter expertise knowledge required to support the hospital governance needs on an ongoing and ever-changing basis.

2. This skills matrix information is used by the Governance Committee and Nominating Committee to proactively identify skills gaps within the existing Board for new recruitment purposes and upcoming vacancies. The Board wide skills matrix is under consistent review, but not limited too at a minimum, annual updates by each member.

3. The skills matrix questionnaire is broken into 4 Sections, each with its own legend which should be reviewed before populating matrix skills: 1. Personal Attributes & Governance Skills, 2. Professional Industry Skills, 3. Stakeholder & Community Engagement, and 4. Self-Identification & Diversity (Optional). Please use the specific Answer Legends in each section to provide the most accurate reflection of your skills.

4. If you are a current Board Member or potential recruit and have questions to populate the enclosed, please contact the OSMH Board Coordinator.

NAME: _____ DATE: _____

PLEASE CIRCLE ONE:	1.CURRENT BOARD MEMBER	2.EX-OFFICIO BOARD MEMBER	3.APPLICANT BOARD MEMBER

SECTION 1 – PERSONAL ATTRIBUTES & GOVERNANCE SKILLS

Section 1 Answer Legend:

Advanced: Demonstrated understanding/knowledge (e.g. 10+ years direct experience)
Intermediate: Above average understanding/knowledge (e.g. 5-10 years' experience)
Basic: General or modest understanding / knowledge (e.g. 0-5 years' experience)

Personal Attributes: All Board members must possess these attributes - Select only 1 option for each question.	Adv.	Int.	Basic
Integrity/Ethics:			
Ability to act consistently in accordance with the organizations value system, ethical practice, quality collaboration and continuous improvement.			
Commitment:			
Demonstrate the passion and time to make a genuine and active contribution with regular attendance at Board meetings. Make a commitment to the visions and mission of OSMH and its ongoing success.			
Constructive Communications:			
Ability to question & challenge management and peer Directors in a constructive and appropriate way about key issues, analyse complex and detailed information, readily distil key issues, and develop innovative approaches and solutions to problems.			
Team Player:			
Able to work well with others, able to provide critique in a respectful manner, able to listen to those whose opinions differ from one's own			
Governance Skills: **All Board members must possess these attributes - Select only 1 option for each question.**			
Strategy			
Ability to look at issues in a broad context, considering a wide range of influences and circumstances, and see the implication of decisions. Identify and critically assess strategic opportunities and threats and develop effective strategies in the context of the objectives of OSMH.			
Fiduciary Duty			
Ability to act honestly, in good faith and in the best interest of the hospital and to apply the level of skill and judgement that is reasonable to expect of a person with their knowledge and experience			

	Adv.	Int.	Basic
Appreciation of Board Oversight Functions			
Establishing and continuously supporting strategic planning, general policy development and oversight that reflect the needs of the organization, while allowing employees of the organization the professional discretion to exercise their operational objectives.			
Board Governance Experience			
Demonstrate competence and experience at Board level and /or have completed formal training in Directorship/governance.			

SECTION 2 – PROFESSIONAL INDUSTRY SKILLS

Section 2 Answer Legend:

***Subject Matter Expert ('SME'): Professional with advanced knowledge in a specific field/authority in a particular area or topic. Uniquely qualified to provide guidance and strategy. Note, **select a maximum 2 skills** under Professional Industry Skills that reflect you as a SME.

Advanced: Demonstrated understanding/knowledge, usually supported with formal certification or degree (eg. 10+ years direct experience)

Intermediate: Above average understanding / knowledge (eg. 5-10 years' experience)

Basic: General or modest understanding / knowledge (eg. 0-5 years' experience

None: No understanding / knowledge

Select only 1 option for each question. MAXIMUM 2 SME's to be selected across entire professional skills.					
	SME	Adv.	Int.	Basic	None
General Business Management					
Has held or holds senior level management/executive position. Responsible for the coordination and organization of business activities, while overseeing general operations and provide strategic direction. Has the ability to give good advice and challenge thinking.					
Change Management					
Ability to think strategically, identify and critically assess strategic opportunities and threats including transformational or disruptive change, and provide guidance on effective strategies/measurement through to completion.					
Financial Literacy					
Ability to understand the concepts related to the financial position of OSMH as presented in its financial statements while linking financial information to the priorities and goals of OSMH. Can critically assess financial risk and viability.					
Audit Compliance					
Experience as a CFO or senior financial executive or partner in accounting, with an understanding of financial reporting, financial internal controls, Canadian GAAP/IFRS standards and/or coordination of external auditors for compliance purposes.					
Human Resources & Labour Relations					
Experience in planning and implementing human resource strategies. Experience with unionized employment agreements, policies, and oversight, inclusive of but not limited too management of collective agreements.					
Talent Management & Compensation					
Executive experience in designing or implementing market-based compensation plans, leadership development, talent management, succession planning, pensions, compensation in planning and implementing against human resource strategies.					
Information Technology					
Understanding of the use of information and the application of technology to the organization's business, and the associated benefits and risks.					
Security (Cyber and/or Physical)					
Management or Executive experience in securing corporate information systems and industrial controls, or physically securing and restricting access to facilities, offices and/or industrial plants.					

	SME	Adv.	Int.	Basic	None
Quality, Safety and-Enterprise Risk Management					
Demonstrated understanding of the concepts related to monitoring/evaluation quality, safety initiatives and overall performance. Ability to think critically to ensure the effective management of opportunities and adverse impacts.					
Public Affairs, Communications & Marketing					
Demonstrated experience in engagement between businesses or organizations, managing messaging, and communication channels management to captivate an audience/building positive relations.					
Environmental & Sustainability Management					
Demonstrated understanding of responsible stewardship toward environmental issues and sustainability management for organizations, but not limited too; energy usage, waste reduction, pollution control, chemical containment, natural resource conservation and/or renewable energy sources.					
Clinical Healthcare Experience					
Demonstrated Clinical leadership and /or clinical network experience delivering primary health care services in the community. (e.g. Family health team, community health centre, nurse practitioner led clinic)					
Healthcare Administration & Policy Experience					
Demonstrated management of all the non-clinical functions involved in operating a healthcare facility, from day-to-day operations to staffing to budgeting and finance to long-term strategic planning to ensure the success of the healthcare provider or system.					
Education/Research					
Demonstrated leadership in formal educational programs and/or research / quality improvement initiatives.					
Legal					
Understanding of the legal issues present in activities of the organization					
Construction & Building					
Experience in or holds a senior level executive position to provide oversight requirements for design, development and construction of new facilities, repairs to existing facilities, value for money capital planning, project budgeting, project controls, including, but not limited too, project management.					
OTHER _____					
Please indicate the specialty skillset not identified above that provides value to be identified accordingly.					

SECTION 3 – STAKEHOLDER & COMMUNITY ENGAGEMENT

Answer Legend:

Advanced: Demonstrated understanding/knowledge, usually supported with formal certification or degree (eg. 10+ years direct experience)

Intermediate: Above average understanding / knowledge (e.g. 5-10 years' experience)

Basic: General or modest understanding / knowledge (e.g. 0-5 years' experience

None: No understanding / knowledge

Stakeholder & Community Engagement: Select only 1 option for each question.				
	Adv.	Int.	Basic	None
Political Acumen				
Understanding of the working of government and ability to access government officials for the purpose of influencing public policy. Demonstrated knowledge of or relationship with political parties or influences.				

	Adv.	Int.	Basic	None
Community Affiliation				
Actively engaged in the community and is seen as a community leader/influencer, understands broader stakeholder environments.				
Stakeholder Engagement				
High level reputation and network with relevant organisations or business groups, health professionals and health and non-health organisations, and the ability to effectively engage and communicate with those stakeholders.				
Government Relations				
Demonstrated abilities to influence, change or maintain public policy to fit the needs of a particular group more effectively at all levels of governance: local, regional, provincial and/or national.				
Diversity, Equity, and Inclusion Awareness				
Demonstrated understanding to promote inclusiveness and awareness for BIPOC (Black, Indigenous, Persons of Colour) and LGBTQ communities, with a special emphasis on the history, traditions, values, beliefs, and truth / reconciliations of Canada's Indigenous Peoples.				

SECTION 4 – SELF-IDENTIFICATION & DIVERSITY (OPTIONAL)

Please select one of more of the equity deserving groups or self-identifying demographic characteristics listed below as applicable.

Self-Identification (Optional) - Equity Deserving Group	
Equity Deserving Group	**Select 1 or more of the below**
Indigenous (First Nations, Inuit & Metis)	
Person of African Ancestry (Black)	
Other Visible or Racialized Minority	
2SLGBTQ+	
Physical Disability (e.g. Mobility, coordination/dexterity, spinal, epilepsy, MS, amputee, cerebral palsy)	
Non-Physical Disability (e.g. Vision, speech, deaf/hearing, mental, memory, development, learning)	
Not Applicable	
Self-Identification (Optional) - Traditional Demographics	
Gender	**Choose 1 of the below 3 options**
Female	
Male	
Other	
Age	**Choose 1 of the below 4 options**
18-35	
36-50	
51-65	
66+	
Education Attainment	**Choose the highest level attained below**
High School or Equivalent	
Trade School / Red Seal Ticket	
Below Bachelor's Degree	
Bachelor's Degree	
Master's Degree	
PHD	
Specialty Certification (P.Eng., JD, MD, etc.)	

Personal Residence (Geographic)	**Choose 1 of the below 10 options**

City of Orillia	
Severn Township	
Oro-Medonte Township	
Township of Ramara	
Rama First Nation	
Muskoka-Parry Sound	
Tay, Tiny, Midland & Penetang	
City of Barrie & Springwater Township	
Other	