

BOARD OF TRUSTEES MATRIX

On March 23, 2016, the Board of Trustees approved its revised skills, competencies and demographic matrix. The matrix is used by the Governance Committee to ensure that the overall Board composition reflects the knowledge, experience, background and perspectives required to meet the Board's fiduciary obligations, help lead the hospital to achieving its mission, vision and values and deliver the highest quality care to clients and families.

We ask that all Trustees and prospective Trustees fill out the matrix. Part B (demographic) is voluntary. In providing answers do not hesitate to elaborate in the space provided. If you have any questions please contact Julia Hanigsberg, President and CEO or Jean Lam, Chair of the Governance Committee.

ATTRIBUTE	DEFINITION	PLEASE CHECK IF APPLICABLE (✓)
PART A KNOWLEDGE/EXPERTISE		
Academic Research	Demonstrated understanding of or experience in research, medical professional education, health professional education, university-affiliated activity	
HR Strategy	Experience in planning and implementing human resource strategies, preferably in, but not limited to, a health care setting	
Executive Literacy	Understanding of the organizational, leadership and business matters of a complex operation	
IT	Understanding of the use of information and the application of technology to the organization's business, and the associated benefits and risks	
Financial Literacy	Understanding of the concepts related to the financial position of the organization as presented in its financial statements	
Financial Expertise	Accreditation as a financial professional (CPA)	
Investment	Demonstrated understanding of strategic asset management, return and risk, asset class and diversification within the context of the overall strategic financial objectives of the organization.	
Governance	Demonstrated experience of governance principles and practices, including previous Board experience	
Government Relations/Public Policy	Understanding of the working of government and ability to access government officials	
Healthcare Funding/Administration	Understanding of the principles and process of funding for health care and the administration of funding relationships	
Enterprise Risk Management	Demonstrated ability to think critically about operational and governance issues to ensure the effective management of potential opportunities and adverse effects	
Legal	Understanding of the legal issues present in activities of the organization	
Communications/Public Affairs/Marketing	Understanding of communication and public/community engagement strategies	
Advocacy	Demonstrated ability to effectively communicate a position to the intended audience in order to effect change	
Quality/Patient Safety	Demonstrated understanding of the concepts related to monitoring/evaluating quality, safety initiatives and overall performance	
Healthcare Strategy	Demonstrated ability to think critically about systemic issues and the role of the hospital in the health care system in Ontario	

Strategic Thinking	Displays a strategic understanding of the economy, trends and broad business issues, including new developments in healthcare	
System Thinking	Understanding of the reasons for ongoing organizational and system behavior and the underlying problems, opportunities or political forces affecting the hospital and health system	
Fundraising	Demonstrated in raising funds for a charitable purpose.	
EXPERIENCE		
Lived Disability/Client Family Experience	Person with a disability/family member or former client/family member	
Direct Experience in Childhood Disability/ Pediatrics	Work, advocacy, research or other activity directly related to childhood disability/pediatrics	
PERSONAL CHARACTERISTICS		
Commitment to success at HB	Knowledgeable about and dedicated to Holland Bloorview’s vision, mission and values	
Committed to continuous improvement/ continuous learner	Knowledgeable about the principles of change management; experience with business transformation; (e.g. Lean, implementation of mergers and acquisitions)	
Effective Communicator	Able to articulate in a manner consistent with the requirements of the situation	
Leader/Motivator	Experience enabling a group to meet its objectives, including experience in Board Chair role	
Leader of Innovation	Demonstrated understanding or experience of innovation including thinking holistically (macro context), taking a horizontal view across the organization and leveraging teams to surface complexity, ideas, underlying assumptions and hypotheses. (Source: Weiss & Legrand, “Innovative Intelligence” (Wiley, 2011))	
Consensus Builder	Able to see different perspectives and assist in identifying the common ground	
REACH		
Community Profile/Influence/Political Reach	Demonstrated influence, profile and reputation within relevant communities (University, Health System, Health Professionals, Care Partners, etc); demonstrated knowledge of or relationship with political parties or influences	
PART B DEMOGRAPHIC CHARACTERISTICS (NON-MANDATORY)		
Gender	Self identifies as male, female or transgendered	
Age	How old one is based on their year of birth	
Race/Cultural/Ethnic/Identity	Self identifies as being part of a specific population classified by heritage, geographic ancestry, physical appearance and ethnicity	
Sexual Orientation	Self identifies as to sexual orientation (a personal characteristic that forms part of who you are covering the range of human sexuality – lesbian, gay, bisexual and heterosexual)	
Language	Self identifies as proficient in a language other than English (French, other specified)	
Socio-economic status	Self-identifies as having lived experience of low-income or socio-economic disadvantage	
OTHER NOTES <i>(Please use this space to add any additional information that you feel would be relevant)</i>		