



MIDDLESEX HOSPITAL ALLIANCE Board of Directors

Application for Membership Director/Community Committee Member

The Middlesex Hospital Alliance is governed by a knowledge-based Board of Directors comprised of up to 15 elected and 5 ex-officio members. A Board's composition should reflect a blend of expertise, experience, community representation and personal characteristics that, assembled together as a team, advance the strategic mission, vision and values of the organization.

The Board of Directors of the MHA has also determined that the participation of Community Committee Members participating on certain board committees is beneficial to obtain a broad range of perspectives, to provide additional expertise and to identify and assess individuals' interest and aptitude to be Directors in the future.

A knowledge-based Board focuses on recruiting individuals with the skills, competencies, and experience that are needed to move the organization toward achievement of its mission.

Board of Directors/Board Community Committee Members

1. Applicant Contact Information

Applying For:	Board Member:	Community Representative:	
Surname:		First Name:	
Home Address:			
City:	Province:	Postal Code:	
Home Phone Number:		Business Phone Number:	
Email Address:			
Preferred Method of Contact: Home Phone:		Business Phone:	Email:

2. Eligibility Criteria and Conditions of Appointment

- a) Directors must be at least 18 years old.
- b) Undischarged bankrupts are ineligible to serve as directors.
- c) Directors cannot be a member of the Corporation's medical, dental or midwifery staff (except as allowed under the By-laws).
- d) Employees are not eligible to be Directors of the Corporation (except as allowed under the Bylaws).
- e) Directors cannot be the spouse, child, or parent of a member of the corporation's medical, dental or midwifery staff, or an employee of the corporation.
- f) A director is expected to commit the time required to perform board and committee duties. The minimum time commitment is likely 10 to 15 hours per month.
- g) Directors must fulfill the requirements and responsibilities of their position – for example, preparing for and attending board and committee meetings, upholding their fiduciary obligations and working cooperatively and respectfully with other board members. Directors must comply with legislation governing the corporation, the corporation's by-laws and policies, and all other applicable rules.

3. Conflict of Interest Disclosure Statement

Directors must avoid conflicts between their self-interest and their duty to the corporation. In the space below, please identify any relationship with any organization that may create a conflict of interest, or the appearance of a conflict of interest, by virtue of being appointed to the board.

4. Knowledge, Skills and Experience

The board seeks a complementary balance of knowledge, skills and experience. Please indicate your areas of knowledge, skills and experience by completing Schedule A to this application or by listing below.

Please list current or prior board experience:

Which areas of board work are of particular interest to you?

Please describe any linkages you have or may have had with other health care groups within the community.

5. Committees:

Please indicate the Board Committee(s) upon which you would be most interested in serving:

Governance

Resources (Finance)

Quality, Patient Safety and Risk Management Committee

Local Advisory Committee

6. Declaration

By submitting this application, I declare the following:

- a) I meet the eligibility criteria and accept the conditions of appointment set out above.
- b) I certify that the information in this application and in my Curriculum Vitae is true.

If selected for an interview, you will be provided with copies of the following Board Policies which you would need to comply with:

- Position Description – Elected and Ex-officio Board of Directors,
- Position Description - Community Committee Members
- Code of Conduct for Directors,
- Conflict of Interest, and
- Confidentiality

Signature: _____ Date: _____

Please return your completed form AND curriculum vitae to:

Middlesex Hospital Alliance

Email - boardofdirectors@mha.tvh.ca

Middlesex Hospital Alliance Board of Directors Skills and Knowledge Matrix 2026

The MHA Board of Directors updated their skills matrix last year to streamline the process for applicants and tracking of our skills based Board. At this time, we are asking all Directors to complete the revised skills matrix so that we can accurately update our chart. Moving forward, we will then have Directors complete the skills matrix as part of onboarding for new members and every three years as part of the reappointment process for existing members. Thank you for your continued support to the MHA!

The Board Skills & Knowledge Matrix is a working document that is regularly reviewed and tailored to the unique circumstances and requirements of the current and future environment through the below noted categories:

- **Skills and Experience:** Directors, as a group, should possess a combination of current skills and experience, developed through external positions and involvements, which are relevant to the MHA strategic goals and the Board's oversight responsibilities. The specific skills and experience sought may change from time to time in keeping with changes to The MHA internal and external opportunities or challenges.
- **Personal Attributes:** All directors should be committed to The MHA vision, mission and values, and principles, and possess certain personal attributes to help them be effective directors.
- **Diversity:** Directors should bring diverse backgrounds and contribute a broad range of perspectives and experiences to the Board's discussions and decisions.
- **Board Leadership Succession:** It is important that the Board include some directors who have the necessary skills, experience and desire to fill key leadership positions on the Board including the Board Chair, Vice Chair(s) and Committee Chairs.

A four-point assessment scale (**None, Basic, Intermediate, Advanced**) has been developed to support completion of the Matrix.

- Advanced (3): formal certification, degree, or demonstrated understanding/ knowledge (10+ years)
- Intermediate (2): above average understanding/ knowledge (5 - 10 years)
- Basic (1): general or modest understanding/ knowledge.
- None (0): no understand/knowledge

Schedule A
Board of Directors Skills & Knowledge Matrix

One determinant of board quality includes the complementary broad mix of skills, experience and knowledge of the Board of Directors. This collective set of abilities empowers the board's role in organizational oversight. Please assess your skills & knowledge on the matrix format below with the understanding that directors do not require proficiency in all skills as listed.

Name:

Date Survey Completed:

Area of Skill, Expertise and Experience	Definition/Description	<i>Advanced formal certification, degree, or demonstrated understanding/knowledge (10+ years)</i>	<i>Intermediate above average understanding /knowledge (5-10 years)</i>	<i>Basic general or modest understanding /knowledge</i>	<i>None no understanding /knowledge</i>
Finance & Accounting	Experienced in or understanding of generally accepted accounting principles, auditing and/or analyzing financial statements, complemented by knowledge of financial controls and management practices that drive key financial performance metrics.				
Board Governance & Board Leadership	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. Complemented by experience providing effective board leadership through the role of Chair, Vice Chair, Executive Committee member.				
Business & Risk Management	Experienced in or understanding of leading others in a large, complex organization, including articulating vision, guiding change, monitoring performance, and communicating effectively. Along with experience in or understanding of effective oversight of enterprise risk management, including the prioritization of relevant risks and ensuring appropriate risk levels.				

Area of Skill, Expertise and Experience	Definition/Description	<i>Advanced formal certification, degree, or demonstrated understanding/knowledge (10+ years)</i>	<i>Intermediate above average understanding /knowledge (5-10 years)</i>	<i>Basic general or modest understanding /knowledge</i>	<i>None no understanding /knowledge</i>
Construction & Project Management	Experienced in or understanding of leadership in large-scale planning, development, and/or project design and implementation.				
Diversity & Ethics Issues	Experienced in or understanding of diversity issues related to social inclusiveness (ethnic, socioeconomic and gender variety), in a group, society, or institution together with knowledge of ethical theories and principles relevant to health care, education or other professional context.				
Government Relations & Political	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, and understanding impacts on local, regional and provincial stakeholders.				
Human Resources & Labour Relations	Experienced in or understanding of organizational structure and development, comprehensive human resources oversight (including compensation, performance management, talent and succession planning) and the complexities of working or managing in a unionized environment.				

Area of Skill, Expertise and Experience	Definition/Description	Advanced <i>formal certification, degree, or demonstrated understanding/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>
Legal	Law degree or experienced in or understanding of corporate, commercial, health or regulatory fields.				
Quality, Safety & Performance Management	Experienced in or understanding of identifying, planning for and implementing strategies to drive continuous quality improvement to mitigate organizational risks. Understanding of key quality and safety principles from health care or other sectors (e.g., education or industry). Understanding the effective use of performance measurement to achieve quality improvement.				
Strategic Planning	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.				

Do you have any additional comments to share: