



CANDIDATE INFORMATION PACKAGE  
TO BE A DIRECTOR ON  
TADDLE CREEK FAMILY HEALTH TEAM'S BOARD



Nominating Committee

TADDLE CREEK FAMILY HEALTH TEAM, 790 Bay St., Suite 306, Box 57 Toronto, Ontario, M5G 1N8

Taddle Creek Family Health Team (TC FHT)  
Candidate Information Package – To Be Director on TC FHT's Board

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# Taddle Creek Family Health Team (TC FHT) Candidate Information Package – To Be Director on TC FHT's Board

## Introduction

**Note1: Refer to page 8 for eligibility.**

**Note2: A complete copy of TC FHT's Nov 2018 By-Laws are available on TC FHT's website (About Us/Governance) <http://taddlecreekfht.ca/about-us/governance/>**

The purpose of this package is to provide background information to candidates seeking to be nominated to TC FHT's Board of Directors and to help them understand:

- Our organization and our strategic plan
- The role of a TC FHT Director
- The qualifications and experience necessary to be a TC FHT Director
- The selection process

This package has 6 parts as follows:

Part 1: Board Background

Part 2: TC FHT Background

Part 3: Board By-laws

Part 4: Governance Policies & Procedures

Part 5: Director – The Opportunity

Part 6: Recruitment & Selection Process

*For general information regarding TC FHT, please visit <http://taddlecreekfht.ca/home/>*

## Part 1: Board Background

### Board History

In the summer of 2006, Taddle Creek Family Health Network (10 physicians) took the initiative to write a Business and Operational Plan to build a Family Health Team. They believed working collaboratively, within an interdisciplinary primary care model, would address the most pressing needs of patients and physicians. The plan was approved by the Ontario Ministry of Health & Long Term Care (ON MOHLTC) and shortly thereafter TC FHT was incorporated (Nov 2006) as not-for profit corporation. Within two years, the FHT was built, the interdisciplinary health providers (IHPs) hired and programs initiated.

### Board Future

From Nov 2006 until Nov 2018 TC FHT's Board of Directors (and membership) consisted solely of the FHT's physicians [all Family Health Organization (FHO) physicians]. The ON MOHLTC's 2018-19 FHT Funding Agreement had an expectation that any FHT Physician Led Board take the necessary steps to transition to a skills-based board by Apr 2019, in order to bring new skills, perspectives and competencies. The TC FHT Board, at its Nov 14, 2017 meeting, created a Skills Based Board Sub-Committee to work with legal counsel to revise its By-Laws in order to make this transition. On Nov 13, 2018, TC FHT's Board and its Membership approved the new By-Laws.

Under the new By-laws there will be a smaller Board (not every physician) consisting of 9 voting directors; at least 7 FHO physicians and 1-2 community directors. Officers include: Chair, Vice Chair, Secretary (TC FHT's Executive Director) and Treasurer (TC FHT's Financial Controller).

On Jun 11, 2019, TC FHT will hold its AGM at 790 Bay, Suite 508, Toronto, Ontario. At this meeting, members of TC FHT's new Skills Based Board will be approved. To ensure continuity within the new Board, 3 Directors will be elected for a 1-year term, 3 Directors will be elected for a 2-year term and 3 directors will be elected for a 3-year term. Thereafter, each Director will be replaced with a Director serving a 3-year term. As per the new By-laws, Directors may serve for a term of up to 3 years. Directors shall serve for a maximum of 6 consecutive years (or 2 terms). Directors who have reached the maximum term shall be eligible for re-election after a 1-year hiatus from the Board.

# Taddle Creek Family Health Team (TC FHT) Candidate Information Package – To Be Director on TC FHT's Board

## Strategic Plan

TC FHT has created 2 Strategic Plans since 2006. The first was in Nov 2010 where Directors articulated TC FHT's mandate, vision & values (see below). The second was in Jan 2015 where the entire Team articulated our strategic directions over a 5-year plan (see below strategic directions).

TC FHT's strategic plan and priorities were informed and influenced by the:

- Ontario Government's priorities as communicated in provincial budgets, throne speeches and special reports related to primary care
- Ontario Ministry of Health & Long-Term Care (ON MOHLTC)
- Ontario legislation
- Challenges of the health sector and other broader public sector organizations in meeting the healthcare needs of the Ontarians
- Continued focus on shared care, taking a leadership role to foster collaboration with our partners to achieve efficiencies

## Mandate

To provide access to effective, comprehensive, patient centered, team-based primary care, which supports self-management, emphasizes health promotion/disease prevention and enhances the management of individuals with chronic diseases through programs that are well linked with other local health and community services (Nov 2010).

## Vision

We are ahead of the curve – partners in accessible, integrated primary care for the well-being of our patients and ourselves (Nov 2010).

## Values- Top 5 (Nov 2010)

Patient and Family-Centeredness  
Positive Energy (humor, celebration and enjoyment)  
Communication  
Accessibility  
Collaborative Care

## Strategic Directions

1. New Program for Complex Patients
  2. Patient Advisory Committee
  3. Enhanced Care for Seniors
  4. Needs Assessment for Patient Population
  5. Medical Referral/Community List
  6. Improve Integration (hospitals & discharge planners)
  7. Front Line Professional Development
  8. Job Retention/Salaries
  9. Teamwork
  10. On-line Booking
  11. After Hour Clinics (clarify how/when to use)
  12. Optimize MD Availability
  13. Increase awareness and use of Programs
- (Jan 2015, 5-year plan)

# Taddle Creek Family Health Team (TC FHT) Candidate Information Package – To Be Director on TC FHT's Board

## Key Partners

Note: Not an exhaustive list

ON MOHLTC

Toronto Central Local Health Integration Network (TC LHIN)

Mid-West Toronto Sub Region

Hospitals (i.e. UHN, CAMH)

Community Support Agencies

Other FHTs

## Funding

TC FHT's budget is in excess of 2.7 million and is 100% funded by the ON MOHLTC for the following:

- FHT Human Resources
  - Management/Administration Salary/benefits
  - Interdisciplinary Health Providers (IHPs) Salary/benefits
  - Specialists physicians (sessionals) Stipends
  - Lead Physician Salary
- FHT Overhead (i.e. Audit, Professional Dev'p, Recruitment, Clinical Supplies, IT Support)
- Premise Costs (% of physicians premise costs for space occupied by IHPs in their suites)

Taddle Creek FHO Physicians income is based on the ON MOHLTC's Blended Capitation Model (BCM).

The BCM main components include:

- Rostered Patients
  - Base funding for core services (determined by # rostered pts and age/sex adjusted)
  - Premiums (i.e. for senior care, after hour clinics)
  - Incentives (access bonus, preventative care bonus)
- Non-rostered Patients
  - Fee for service (according to fee schedule)
- Uninsured Services

It should be noted that FHT physicians pay their own overhead and their medical secretary's salaries/benefits. They are also the employer for their medical secretaries.

## Part 2 - TC FHT Background

### Introduction

TC FHT is composed of 16 physicians, 3 nurse practitioners, and a full complement of IHPs (registered nurses, social workers, pharmacist, diabetes educators, physician assistant and dietitian) as well as administrative staff, who are committed to providing comprehensive, interdisciplinary, collaborative, evidence-based care to our patient population.

One to two FHT's physicians are the Lead Physician (Job Description available upon request). The FHT also has specialist (sessional) funding for a psychiatrist (one day a week), an endocrinologist (one 4-hour clinic a month) and an internist (one 4-hour clinic a month). The Executive Director has overall responsibility for the operation of the FHT (Job Description available upon request).

We have two physical sites; one at 790 Bay, Toronto, Ontario (Suites 300, 300, 306, 508 & 522) and one at 726 Christie (Suites 207 & B102).

### Patient Population

Our patient population consists of 18,400 rostered patients [rostered is a ON MOHLTC term signifying a patient rostered to a specific physician who agrees to see that physician (or someone at the FHT) prior to seeking care elsewhere] and approximately 5-8000 un-rostered patients. Our catchment area is Parliament to the East, Christie to the West, Lawrence Ave to the North and the Lake to the South (includes island). TC FHT does not strictly abide by this catchment.

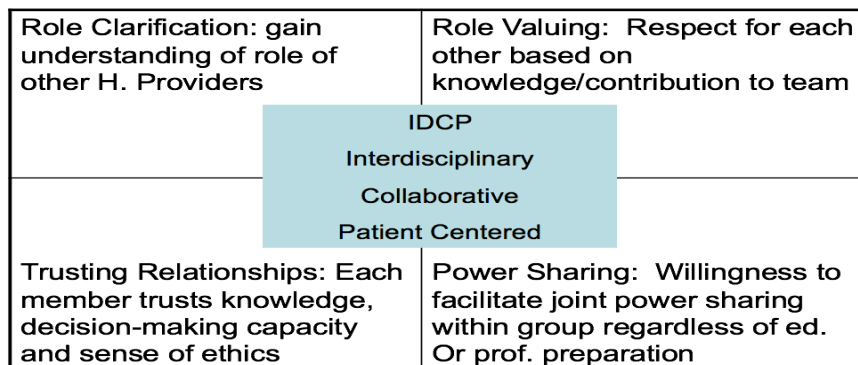
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## Practice Model

TC FHT uses an interdisciplinary, collaborative and patient centered practice model. The picture below outlines the factors (role clarification, role valuing, trusting relationships and power sharing) that contribute to the model. The model is based on trust, willingness to share pt care/decision making amongst all care providers and to include patients in their own care.

### Practice Model/Culture

(Trust, Willingness to share pt care/decision making, Include Pts in Care)



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Ref: Creating a Culture for Interdisciplinary Collaborative Professional Practice  
C.A. Orchard, EdD, V. Curran, PhD, S. Kabene, PhD, Med Educ Online 2005;10:11

## Services

### Programs

- Acute/Episodic: primary care (i.e. episodic care, diagnosis and treatment, specialist referral, health promotion/prevention, chronic disease management, advanced care planning, medication reconciliation, methadone maintenance)
- Cardiovascular: in-depth hypertension counseling with blood pressure testing & INR monitoring
- Nutrition: One-to-one counseling for weight reduction/increase and/or reduction in cholesterol and digestive disorders
- Respiratory: Spirometry for asthma/chronic obstructive pulmonary disease (COPD) confirmation, asthma/COPD control counseling, smoking cessation counseling/nicotine replacement therapy
- Mental Health: case management, short term counseling, psychiatric diagnosis clarification/medication management
- Primary Care @ Home: chronic disease management/monitoring, coordinated care plans, referrals to specialists, linkage to community care support givers
- Diabetes Education Program (DEP): one-to-one counseling, mobile DEP Clinics Note: DEP serves both internal and external community patients
- Complex Patients: Interdisciplinary consultations and coordinated care plans.

### Groups

- Lifestyle Balance Group (nutrition counseling/weight reduction)
- Well Child
- Cognitive Behavior Therapy (CBT) for Depression & Anxiety
- Insomnia & Assertiveness Workshops
- Diabetes – Do it Yourself, Let's Get Moving, Sweet Moods, Let's Talk Diabetes, Supermarket Safari, Your Path to Prevention, Happy Feet, Intuitive Eating

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### Clinics

- Telemedicine Impact Plus (TIP) (external pts)
- Complex Care Clinics (internal pts)
- Complex Diabetes (with Endocrinologist)
- After Hours
- Single Session Drop-in (for mental health/case management)

### Part 3: Board By-laws

**Note 1: A copy of TC FHTs Nov 2018 By-Laws are available on TC FHT's website (About Us/Governance) <http://taddlecreekfht.ca/about-us/governance/>**

Note 2: TC FHT's membership is closed (only FHO physicians & individuals elected as directors who are not FHO physicians)

### Board Committees

Nominating Committee  
Patient Advisory

Quality Improvement  
Financial Oversight

Terms of Reference available upon request.  
(Joint Health & Safety Committee is not a Board Committee)

### Board Reports

Quality Improvement Plan  
Operational Plan (ON MOHLTC – Schedule A)  
Risk Management Plan

### Part 4: Governance Policies & Procedures

TC FHT's Governance Policies & Procedures will be made available as part of the Director's Orientation Package.

# Taddle Creek Family Health Team (TC FHT) Candidate Information Package – To Be Director on TC FHT's Board

## Part 5: Director Position Profile

### Introduction to the Opportunity

TC FHT is a long-standing FHT that has had many successes and accomplishments over the years (see below). TC FHT has an excellent reputation amongst the FHT community and with our funder (ON MOHLTC). We believe this is an exciting opportunity for someone who has a desire to be involved with a primary care organization & who is,

- interested in participating on a newly created skills-based Board where you will see the results of your contributions in transforming primary care
- keen on being a steward/champion of an organization with a compelling growth & success story
- engaged and passionate about sharing their knowledge and experience to board member colleagues in order to shape the direction of the FHT
- passionate about building strategic partnerships, enhancing our patients' experiences and growing our FHT to ensure financial stability

#### Sample of TC FHT's Success & Accomplishments

- 2017/18 - Health Quality Ontario's (HQO's) Practice Profile indicators,
  - Below provincial & Toronto Central Local Health Integration Network (TC LHIN) indicators for,
    - % of non-palliative patients dispensed an opioid/benzodiazepine prescription within the last 6 months
    - Rate of total hospital emergency department visits per 1,000 patients
    - Rate of hospital admissions for one or more of the following conditions: asthma, CHF, COPD, diabetes per 1,000 patients
  - Above provincial & TC LHIN indicators for,
    - % of patients aged 52-74 who are up-to-date with any colorectal screening
    - % of patients aged 23-69 who are up-to-date with pap smear screening
    - % of patients aged 52-69 who are up-to-date with mammogram screening
- 2017 - Exceptional Patient Care Survey results, for example,
  - 83% (TC LHIN 57%) of patients indicated that last time they were sick they were able to get an appointment the same or next day
  - 96% (TC LHIN 90%) of patients indicated that their primary care provider involved them as much as they wanted to be in decisions about their care and treatment
- 2015 – Canadian Diabetes Ass. recognizes Diabetes Education Program for meeting Diabetes Education in Canada standards
- 2013/2015 - Lead organization for the Mid-West Toronto Health Link
- 2013/2019 – Lead organization for 6 FHT's Quality Improvement Decision Support Program
- 2011 – Winner of the Ont. College of Family Physicians Family Practice of the Year award

This is an exciting time to join TC FHT's Board and contribute to our continued success. The Board consists of 9 voting directors (7 FHO physician directors and 1-2 community directors) who will contribute their experience and expertise in advancing TC FHT's good governance by demonstrating:

- An understanding and passion for our mission, vision and values
- Leadership to set the strategic directions, goals/objectives and measures of performance
- Knowledge and understanding of current and emerging issues affecting primary care
- Commitment to driving a change/transformation agenda
- An understanding of patient and stakeholder perspectives and needs

As a member of the newly created skills-based Board you will have the opportunity to:

- Contribute to Ontario's publicly funded primary health care sector
- Gain better understanding of the evolving health sector
- Gain experience in non-profit governance
- Create a new Strategic Plan (current Strategic Plan ends in 2020)
- Contribute your skills in a meaningful way to a non-profit board
- Apply entrepreneurial/private sector business skills in the public sector (particularly primary care) by helping patients, physicians, interdisciplinary health providers to provide excellent healthcare



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**Note: A complete copy of TC FHTs Nov 2018 By-Laws are available on TC FHT's website (About Us/Governance) <http://taddlecreekfht.ca/about-us/governance/>**

### Eligibility

By-Laws, Article 3 - Directors  
3.2 Qualifications

*Every director shall:*

- (a) *be eighteen (18) or more years of age;*
- (b) *not be of unsound mind or have been so found by a court in Canada or elsewhere;*
- (c) *not be a patient of the Corporation;*
- (d) *not be an employee of the Corporation and not live in the same household as an employee of the Corporation; and*

### Election and Term

By-Laws, Article 3 – Directors  
3.3 Election and Term

*Subject to the provisions of these By-laws, and the Board's nomination process set out in section 3.4, directors shall be elected by the members at an annual general Members' Meeting. In order to establish a rotating Board under this section, the first Board elected pursuant to the approval of these By-laws will be assigned staggered terms of one (1), two (2) and three (3) years. Thereafter, each retiring director will be replaced by a director serving a three (3) year term. Directors shall serve for a maximum of six (6) consecutive years. Directors who have reached the maximum term shall be eligible for re-election after a one (1) year hiatus from the Board.*

### Duties and Responsibilities

By-Laws, Article 5 - Powers of the Board of Directors  
5.1 Duties and Responsibilities

Note: This is a synopsis, review By-Laws for more specificity

*The Board shall be responsible for the governance of the affairs of the Corporation in all things and make or cause to be made for the Corporation, in its name, any kind of contract which the Corporation may lawfully enter into and, save as hereinafter provided, generally, may exercise all such other powers and do all such other acts and things as the Corporation is authorized to do pursuant to the Letters Patent, these By-laws, or by any other means. Without limiting the foregoing, the Board shall be responsible to:*

- (a) *Define the Corporation's goals and purposes*
- (b) *Provide for excellent leadership in the Executive Director position*
- (c) *Provide for excellent leadership and management in the Lead Physician position(s)*
- (d) *Ensure succession planning*
- (e) *Ensure effective communication*
- (f) *Ensure financial viability*

### Performance Expectations

See By-Laws, Article 5 - Powers of the Board of Directors  
5.2 Performance Expectations of Each Director

- (a) *Accountability*
  - (i) *The director acts in the best interests of the Corporation.*
  - (ii) *The director complies with these By-laws.*
- (b) *Exercise of authority*

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- (i) *A director carries out the powers of the office only when acting as a voting member during a duly constituted meeting of the Board.*
  - (ii) *A director respects the responsibilities delegated by the Board to the Executive Director, avoiding interference with the Executive Director's duties but insisting upon accountability and reporting mechanisms for assessing organizational performance.*
- (c) *Team work*
  - (i) *A director works positively, cooperatively and respectfully with other directors, the officers, and the Executive Director of the Corporation.*
- (d) *Attendance*
  - (i) *The director attends Board and assigned committee meetings and Board retreats, in accordance with the minimum expectations established by the Board attendance policy.*
- (e) *Participation*
  - (i) *The director comes prepared to meetings (of both the Board and its committees) and events, asks informed questions, and makes a positive contribution to discussions.*
  - (ii) *The director treats others with respect.*
- (f) *Competencies*
  - (i) *Where appropriate, the director actively contributes specific expertise, skills and other attributes that are needed on the Board.*
- (g) *Confidentiality*
  - (i) *The director respects the confidentiality of Board discussions.*
- (h) *Public Support*
  - (i) *The director supports the decisions and policies of the Board in discussions with outsiders, even if the director voiced or holds other views or voted otherwise at the Board.*
- (i) *Education*
  - (i) *The director takes advantage of opportunities to be educated and informed about the Board and the Corporation's marketplace and industry.*
  - (ii) *The director takes advantage of opportunities to be educated and informed about the Board and the Corporation's industry, applicable legislation, determinants of health, community stakeholders, challenges specific to the Toronto region (and surrounding areas) and the health care industry generally.*

### Director Obligations

See By-Laws, Article 5 - Powers of the Board of Directors

#### 5.3 Director Obligations

*Every director shall:*

- (a) *be loyal to the Corporation;*
- (b) *exercise the powers and discharge the duties of the office honestly, in good faith, with a view to the best interests of the Corporation; and*
- (c) *exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.*

### Competencies

All Directors must have the following mandatory/universal attributes: Integrity & Ethics & Confidentiality, Business Acumen, Governance/Board Experience, Communication Skills, Team Effectiveness/Collaboration, Commitment to TC FHT's Vision, Availability to fulfil responsibilities on Board and Committees.

The Board is seeking Directors with competencies in the following areas: Finance/Accounting, Business Management, Human Resources Management, Primary Care Knowledge, Primary Care Experience (for internal candidates), Government & Government Relations, Legal, Strategic Planning, Risk Management,

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Information Technology, Education, Research, Quality & Performance Management, Board & Governance, Public Affairs & Communications and Ethics.

### Time Commitment

Attend and prepare for quarterly Board Meetings/AGM (1-2 hours preparation/2-hour meetings).  
Available to sit on Board Committees with quarterly meetings (1-2 hours preparation/2-hour meetings).  
There is an obligation to attend Board orientation (new members) and continuing education and strategic planning events (up to 1-2 half days per year).

### Compensation

Volunteer position, there is no compensation. Out-of-pocket expenses will be reimbursed upon completion of an 'Out-of-Pocket' expense form.

Interested candidates are requested to complete a Candidate Application contained in this package (Appendix A/b – Candidate Applications).

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Candidate Information Package – To Be Director on TC FHT's Board

## Part 6: Recruitment & Selection Process

### Recruitment

TC FHT is recruiting a new slate of up to 9 Directors to be elected by TC FHT's membership at its Annual General Meeting on Jun 11, 2019. TC FHT will hold its AGM at 790 Bay, Suite 508, Toronto, Ontario from 6:00-6:30pm.

TC FHT's current Directors and members of the general public are invited to apply.

TC FHT is advertising this opportunity on targeted websites to attract individuals interested in serving on this Board.

### Interviews

The Nominating Committee will oversee the recruitment and selection process, which involves:

- Reviewing candidate applications
- Assessing candidates' competencies (outlined in Part 4)
- Identifying shortlist of qualified candidates
- Interviewing shortlisted candidates
- Recommending a slate of successful candidates to the Board

Shortlisted candidates will be interviewed by the Nominating Committee the week of Apr 22, 2019. References will be requested from candidates who are selected for interview.

### Notification of Successful Candidates

Successful candidates will be notified before the Jun 11, 2019 AGM.

Successful candidates will also be required to submit to a third-party background check.

### Deadline

The deadline for receipt of applications (Appendix A/B) is Friday, Apr 12, 2019.

## Appendix A – Community Candidate Application

**Please detach this section from the Information Package and submit separately. Your application must include completion of all sections:**

### Section 1 – General Information

Name	
Address	
Email Address	
Telephone	Please indicate preferred contact number
Social Insurance Number (SIN) & Date of Birth (DOB) are required for a 3 <sup>rd</sup> party background check. By providing SIN & DOB you are signaling agreement for TC FHT to do a 3 <sup>rd</sup> party background check.	
SIN	
DOB	

### Section 2 – Attestation of TC FHT’s Mandatory/Universal Attributes

Mandatory Universal Attribute	Indicate yes or no	Description
Integrity & Ethics, Confidentiality		1. Do you demonstrate integrity, high ethical standards and respect of privacy and confidentiality?
Business Acumen		2. Can you recognize and assess business risks and strategic opportunities?
Governance/Board Experience		3. Do you have experience serving on boards, committees or organizations?
Communication Skills		4. Do you have top oral and written communication skills?
Team Effectiveness/Collaboration		5. Do you work effectively to collaborate with a team to achieve a shared objective?
Commitment to TC FHT’s Vision		6. Are you familiar with TC FHT’s Vision?
		7. Are you committed to helping TC FHT achieve its Vision?
Availability to fulfill responsibilities on Board and committees		8. Do you have sufficient time, interest and availability to devote to performing the duties of a Director as described in TC FHT’s Director Job Description?
		9. Are you willing and interested to serve on at least one Board Committee?
		10. Are you willing and interesting in serving as the Board Chair?
		11. Are you willing and interested to serve as Board Vice-Chair?
		12. Are you willing and interested to serve as a Board Committee Chair?

Please indicate Yes or No to the following:

\_\_\_\_\_ I have read *Part 4 – The Director Position Profile* (and the relevant By-Law Articles/Sections) and I am willing to assume the responsibilities of the position and know the time commitment of **Director of TC FHT Board**.

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**Section 3 - Self-Assessment of Knowledge, Skills & Experience**

Each Director will bring a certain level of knowledge/skills/experience to the Board and will adhere to our guiding principles. It is not expected that candidates will demonstrate ALL the required competencies.

Please indicate your knowledge, skills, and experience for each category

Competency	Advanced = 3	Good = 2	Fair = 1	None = 0
Finance/Accounting				
Business Management				
Human Resources Management				
Primary Care Knowledge				
Primary Care Experience				
Government & Government Relations				
Legal				
Strategic Planning				
Risk Management				
Information Technology				
Education				
Research				
Quality & Performance Management				
Board & Governance				
Public Affairs & Communications				
Ethics				

**Section 4 – How TC FHT would benefit from your participation on our Board**

Attach a Word document describing how TC FHT would benefit from your participation on its Board (maximum of 600 words)

**Section 5 - Resume of your Specific Experience and Qualifications Aligned with the Director Opportunity Requirements**

Attach your resume indicating your employment history, previous directorships, relevant certifications, training, key accomplishments, etc.

Submissions should be forwarded to the attention of:  
 Sherry Kennedy, Chair of TC FHT’s Nominating Committee  
 790 Bay St., Suite 306, Box 57  
 Toronto, Ontario  
 M5G 1N8  
 416-260-1315 ext.307  
 Cell 416-570-0560  
 skennedy@tcfht.on.ca

**The deadline for receipt of applications is Friday, Apr 12, 2019.**

## Appendix B – TC FHT Physician Candidate Application

**Please detach this section from the Information Package and submit separately. Your application must include completion of all sections:**

### Section 1 – General Information

Name	
Address	
Email Address	
Telephone	Please indicate preferred contact number
TC FHT will not perform 3 <sup>rd</sup> party background checks for physician candidates. Physician candidates undergo a 3 <sup>rd</sup> party background check to receive their College of Physicians and Surgeons of Ontario license and then every year, as part of their re-licensure, they attest to no criminal activity	

### Section 2 – Attestation of TC FHT's Mandatory/Universal Attributes

Mandatory Universal Attribute	Indicate yes or no	Description
Integrity & Ethics, Confidentiality		1. Do you demonstrate integrity, high ethical standards and respect of privacy and confidentiality?
Business Acumen		2. Can you recognize and assess business risks and strategic opportunities?
Governance/Board Experience		3. Do you have experience serving on boards, committees or organizations?
Communication Skills		4. Do you have top oral and written communication skills?
Team Effectiveness/Collaboration		5. Do you work effectively to collaborate with a team to achieve a shared objective?
Commitment to TC FHT's Vision		6. Are you familiar with TC FHT's Vision?
		7. Are you committed to helping TC FHT achieve its Vision?
Availability to fulfill responsibilities on Board and committees		8. Do you have sufficient time, interest and availability to devote to performing the duties of a Director as described in TC FHT's Director Job Description?
		9. Are you willing and interested to serve on at least one Board Committee?
		10. Are you willing and interesting in serving as the Board Chair?
		11. Are you willing and interested to serve as Board Vice-Chair?
		12. Are you willing and interested to serve as a Board Committee Chair?

Please indicate Yes or No to the following:

\_\_\_\_\_ I have read *Part 4 – The Director Position Profile* (and the relevant By-Law Articles/Sections) and I am willing to assume the responsibilities of the position and know the time commitment of **Director of TC FHT Board**.

**Section 3 - Self-Assessment of Knowledge, Skills & Experience**

**PHYSICIANS THAT COMPLETED SKILLS MATRIX IN JAN 2019 DO NOT NEED TO COMPLETE THIS SECTION**

Each Director will bring a certain level of knowledge/skills/experience to the Board and will adhere to our guiding principles. It is not expected that candidates will demonstrate ALL the required competencies.

Please indicate your knowledge, skills, and experience for each category

<b>Competency</b>	<b>Advanced = 3</b>	<b>Good = 2</b>	<b>Fair = 1</b>	<b>None = 0</b>
Finance/Accounting				
Business Management				
Human Resources Management				
Primary Care Knowledge				
Primary Care Experience				
Government & Government Relations				
Legal				
Strategic Planning				
Risk Management				
Information Technology				
Education				
Research				
Quality & Performance Management				
Board & Governance				
Public Affairs & Communications				
Ethics				

**Section 4 – How TC FHT would benefit from your participation on our Board**

Attach a Word document describing how TC FHT would benefit from your participation on its Board (maximum of 600 words)

**Section 5 - Resume of your Specific Experience and Qualifications Aligned with the Director Opportunity Requirements**

Attach your resume indicating your employment history, previous directorships, relevant certifications, training, key accomplishments, etc.

Submissions should be forwarded to the attention of:  
 Sherry Kennedy, Chair of TC FHT’s Nominating Committee  
 790 Bay St., Suite 306, Box 57  
 Toronto, Ontario  
 M5G 1N8  
 416-260-1315 ext.307  
 Cell 416-570-0560  
 skennedy@tcfht.on.ca

**The deadline for receipt of applications is Friday, Apr 12, 2019.**