

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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Introduction

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Note1: Refer to page 7 for eligibility.

Note2: A complete copy of TC FHT's September 2023 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 updated By-Laws to reflect this.

Under the new By-Laws there is 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 held its AGM at 790 Bay, Suite 508, Toronto, Ontario. At this meeting, members approved TC FHT's new Skills Based Board. To ensure continuity within the new Board, 3 Directors were elected for a 1-year term, 3 Directors were elected for a 2-year term and 3 directors were elected for a 3-year term. Thereafter, each Director is to be replaced with a Director serving a 3-year term. 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.

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Strategic Plan

TC FHT has created 3 Strategic Plans since 2006. The first was in Nov 2010 where Directors articulated TC FHT’s mandate, vision & values that have remained in place since then (see below). For our most recent Strategic Plan 2023-2026 we worked to articulate our strategic priorities and supporting strategies.

The approach included:

- Review of background documents to inform the process
- E-survey for employees, physicians and board members (completed by 26 people)
- Three focus groups:
 - Two focus groups with IHPs, physicians, administrative and management staff (30 people)
 - Patient and Family Advisory Committee
- Telephone interviews with 5 key stakeholders
- Two board strategic planning sessions
- Finalized strategic plan that includes:
 - Confirmation of vision, mission and values
 - Key findings from environmental scan
 - Agreed upon strategic priorities and strategies

To see the full strategic plan for 2023-2026 visit (for a summary see below)

<http://taddlecreekfht.ca/about-us/governance/>

Vision

We are ahead of the curve – partners in accessible, integrated primary care for the well-being of our patients and ourselves (Nov 2022).

Mission

Provide access to effective, comprehensive, patient-centred, 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.

Values- Top 5 (Nov 2022)

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

Strategic Priorities & Supporting Strategies

Patient care:

Provide high quality, responsive and patient-centred care to improve the health of Taddle Creek patients and our community

- Ensure programs and groups are meeting patient needs
- Focus on quality improvements that will enhance the patient experience o Engage PFAC to drive patient care improvements
- Harness resources to advocate for and empower patients

People:

Foster a strong and resilient organization that creates the conditions necessary for Taddle Creek’s people to thrive

- Focus on workplace well-being to support our team

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- Prioritize retaining our people by welcoming and supporting them
- Provide educational opportunities to better equip people for success o Advocate for sustainable funding

Organizational Effectiveness:

Build our leadership capacity through sound governance

- Identify board development priorities (especially succession planning)
- Focus on mobilizing our strategic projects
- Champion all the work we do (including invisible work) with the broader community o Continuously review governance policies and procedures

Optimize technology to make care easier to access and deliver

- Enhance use of our digital tools and our electronic health record (eMR)
- Ensure the team has access to and is trained on digital tools and our eMR
- Safeguard patient information and the organization’s assets
- Keep abreast of technological requirements, adopt as necessary and harmonize across suites

Partnerships:

Partner with others to leverage resources and build our capacity to better serve Taddle Creek patients and our community

- Join with our partners for system transformation
- Engage intentionally with partners to increase service capacity o Learn new strategies from partners in order to improve

Key Partners

Note: Not an exhaustive list

ON MOHLTC

Ontario Health (OH)

Mid-West Toronto Ontario Health Team (MWT-OHT)

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, transitioning October 1, 2023 to Ontario Health (OH) as the funding administrator, 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 Development, 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)
 - Shadow billing
- Non-rostered Patients
 - Fee for service (according to fee schedule)

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- 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 17 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.

Up to two FHO physicians are Lead Physician(s) (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 1.5-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 St, Toronto, Ontario (Suites 300, 300, 306, 508 & 522) and one at 726 Bloor St W (Suites 207 & B102).

Patient Population

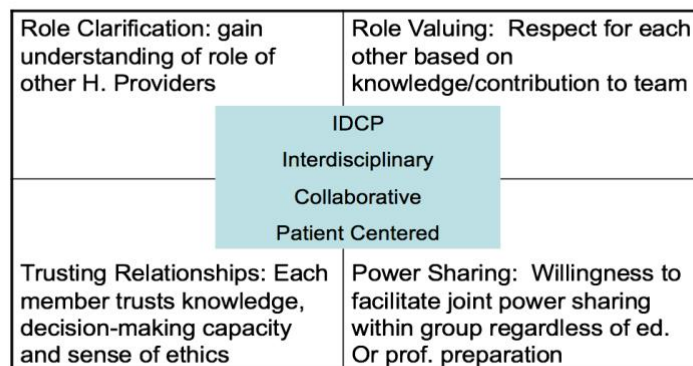
Our patient population consists of approximately 18,400 rostered patients [rostered is a ON MOHLTC term signifying a patient rostered to a specific physician who agrees to see that physician (or another physician in the FHT) prior to seeking care elsewhere) and approximately 5-8000 un-rostered patients.

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 patient 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

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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 and home visits for chronic disease management/monitoring, care plans and linkage to community care services
- Diabetes Education: 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

- Mindful Nutrition
- Dialectical Behavioural Therapy Skills, Trauma and Insomnia
- Diabetes – Do it Yourself, Let's Get Moving, Sweet Moods, Let's Talk Diabetes, Supermarket Safari, Your Path to Prevention, Happy Feet, Intuitive Eating

Clinics

- 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 September 2023 By-Laws are available on TC FHT’s website (About Us/Governance) <http://taddlecreekfht.ca/about-us/governance/>

Note 2: TC FHT has a closed membership model (only FHO physicians & individuals elected as community directors)

Board Committees

Nominating	Quality Improvement
Patient & Family Advisory	Audit
Governance	

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.

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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 a few below). TC FHT has an excellent reputation amongst the FHT community and with our funder (ON MOHLTC).

- For 2024, we are looking for 1 FHO Director. This is an exciting opportunity for a FHO physician who is,
- o engaged and passionate about sharing their knowledge and experience with other board directors in order to shape the direction of the FHT
 - o interested in participating on skills-based Board where you will see the results of your contributions in transforming primary care
 - o keen on being a steward/champion for the FHT
 - o passionate about building strategic partnerships, enhancing our patients’ experiences and growing our FHT to ensure financial stability

Sample of TC FHT’s Success & Accomplishments

- *Fiscal 2021-22 – Ontario Health’s MyPractice Profile indicators,*
 - o 74% of pts aged 52-74 who are up-to-date with any colorectal screening (above both LHIN = 65% & ON =61%)
 - o 62% of pts aged 23-69 who are up-to-date with pap smear screening (above LHIN = 54% & ON = 50%)
 - o 58% of pts aged 52-69 who are up-to-date with mammogram screening (above LHIN = 56% & ON = 51%)
 - o Below provincial rate of total hospital emergency department visits per 1,000 pts
 - o Below province rate of hospital admissions for one or more of the following conditions: asthma, CHF, COPD, diabetes per 1,000 pts
- *2021 - Exceptional Patient Care Survey results, for example,*
 - o 82% (LHIN 2018 = 40%) of patients indicated that last time they were sick they were able to get an appointment the same or next day
 - o 98% 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*

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 full fill our strategic priorities using supporting strategies
- Knowledge and understanding of current and emerging issues affecting primary care
- An understanding of patient and stakeholder perspectives and needs

As a member of this 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
- Contribute your skills in a meaningful way to a non-profit board

Note: A complete copy of TC FHTs September 2023 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:

- *be eighteen (18) or more years of age;*
- *not be a person who has been found, under the Substitute Decisions Act, 1992, or under the Mental Health Act to be incapable of managing property;*

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- *not be a person who is incapable or has been so found by a court in Canada or elsewhere;*
- *not be a patient of the Corporation;*
- *not be an employee, or a family member of an employee of the Corporation and not live in the same household as an employee of the Corporation;*
- *not be an Excluded Person; and*
- *not have the status of bankrupt.*

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 Members' Meeting and shall serve a three (3) year term. Directors shall serve for a maximum of three terms, or nine (9) 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:

- Define the Corporation's goals and purposes*
- Provide for excellent leadership in the Executive Director position*
- Provide for excellent leadership and management in the Lead Physician position(s)*
- Ensure succession planning*
- Ensure effective communication*
- Ensure financial viability*
- Ensure Board effectiveness*
- Ensure compliance with the FHT Funding Agreement*

Performance Expectations

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

5.2 Performance Expectations of Each Director

- Accountability*
 - The director acts in the best interests of the Corporation.*
 - The director complies with these By-laws.*
 - Exercise of authority*
 - A director carries out the powers of the office only when acting as a voting member during a duly constituted meeting of the Board or a decision-making committee of the Board.*
 - 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.*
- Team work*

A director works positively, cooperatively and respectfully with other directors, the officers, and the Executive Director of the Corporation.

- Attendance*

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The director attends Board and assigned committee meetings and Board retreats, in accordance with the minimum expectations established by the Board attendance policy.

(d) *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.*

(e) *Competencies*

Where appropriate, the director actively contributes specific expertise, skills and other attributes that are needed on the Board.

(f) *Confidentiality*

The director respects the confidentiality of Board discussions.

(g) *Public Support*

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.

(h) *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 and officer shall be loyal to the Corporation and, in exercising their powers and discharging their duties to the Corporation, shall:

- a) act honestly and in good faith, with a view to the best interests of the Corporation; and*
- b) 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 a Director with competencies in the following areas: strategic planning, clinical skills, program development, human resources management, financial management/audit, risk management, quality improvement, performance measurement and governance/accountability management.

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 hours preparation/1-2-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).

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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).

Part 6: Recruitment & Selection Process

Recruitment

TC FHT is recruiting for 1 FHO Director to be elected by TC FHT’s members at their Annual General Meeting Jun 17, 2024. TC FHT will hold its AGM at 790 Bay, Suite 508, Toronto, Ontario from 6:00-6:30pm.

All FHO physicians, not already on the Board and not on the Nominating Committee, are invited to apply.

Interviews

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

- Reviewing candidate applications
- Assessing candidates’ competencies (outlined in Part 4)
- Identifying shortlist of qualified candidates (if necessary)
- Interviewing shortlisted candidates (if necessary)
- Recommending a slate of successful candidates to the Board in Mar 2024

Shortlisted candidates may be interviewed by the Nominating Committee in Feb 2024.

Notification of Successful Candidates

Successful candidates will be notified before the Jun 17, 2024 AGM.

It is assumed that all FHO physicians have had their COVID-19 primary series of vaccinations.

Deadline

The deadline for receipt of applications (Appendix A) is Mon, Jan 22, 2024.

Appendix A – TC FHO 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 rd party background checks for physician candidates. Physician candidates undergo a 3 rd 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 for a **Director on TC FHT’s Board**.

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
Strategic Planning				
Clinical Skills				
Program Development (focus on designing HC programs)				
Human Resources Management				
Financial Management/Audit				
Risk Management				
Quality Improvement				
Performance Measurement				
Governance/Accountability Management				

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 5-600 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:
 Cheryl Dobinson, Chair of TC FHT’s Nominating Committee
 790 Bay St., Suite 306, Box 57
 Toronto, Ontario
 M5G 1N8
 416-260-1315 ext.307
 Cell 416-882-9241
 Email: cdobinson@tcfht.on.ca

The deadline for receipt of applications is Mon, Jan 22, 2024.