

BOARD OF DIRECTORS MATRIX 2026-2027

Context: 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, statutory obligations under the Public Hospitals Act and its regulations, help lead the hospital to achieving its mission, vision and values and deliver the highest quality care to clients and families. In addition, the Governance Committee seeks out attributes in Directors that build a healthy Board culture. These include: trust and respect; independence and integrity; openness and transparency; accountability; and action orientation. Questions under the “life experience” category reflect our commitment to valuing lived experiences, diversity, truth and reconciliation, and creating a culture of inclusion. Responding to these questions is optional but strongly preferred. The completed matrix is a confidential document for the use of the Governance Committee exclusively.

Instructions: We ask that all Directors and prospective Directors fill out the matrix. In providing answers do not hesitate to elaborate in the space provided. If you have any questions please contact Helen Hayward, Chair of the Governance Committee, Bruce Squires, President and CEO or Cherrell Williams, Senior Executive Assistant and Governance Lead.

	Definition	Advanced formal certification or demonstrated knowledge (10+ years)	Intermediate Above average knowledge (5-10 years)	Basic General or modest knowledge	Top 3 (v) Please indicate no more than three strongest areas
Executive Leadership & Organizational Management					
Executive Management	Experience in organizational leadership and business matters of a complex organization e.g. most senior leader of an organization or business, strategy, financial literacy, compensation and performance, operations, enterprise risk management, transformation				
Commercialization and Industry Partnership	Demonstrated knowledge of research commercialization and experience developing collaborations with industry partners and launching spin-off companies.				
Communications and Public Affairs	Communications, public affairs, marketing, government relations and/or advocacy. Understanding of communications, community engagement, issues management and marketing.				
AI Implementation and Technology	Understanding of the opportunities, impact, use, application and associated risks of technology, generative artificial intelligence and data.				
Fundraising	Demonstrated experience in raising funds for a charitable purpose.				
Governance Leadership	Demonstrated experience of governance practices and Board leadership, i.e. Board Chair, Board Committee Chair				

	Definition	Advanced formal certification or demonstrated knowledge (10+ years)	Intermediate Above average knowledge (5-10 years)	Basic General or modest knowledge	Top 3 (v) Please indicate no more than three strongest areas
Professional Qualifications & Experience					
Investment	Demonstrated understanding of strategic asset management, return and risk, within the context of the overall strategic financial objectives of the organization—knowledge/experience to chair Investment Sub-Committee.				
Audit/Accounting	CPA designation, significant experience to be able to effectively provide the governance oversight of the audit function of the Business & Audit Committee; expert knowledge of financial statements.				
Legal	Understanding of the legal affairs present in activities of the organization. Willingness to provide advice to the Board and management. Ideally, a member of the Bar of Ontario.				
Quality, Safety & Performance	Demonstrated understanding of the concepts related to improvement, monitoring and evaluation of quality, safety initiatives and overall performance in healthcare and/or other high-risk industries (e.g. aerospace, nuclear etc.).				
Academic Health Sciences & Health Systems					
Systems Collaboration and Partnerships (health and/or other sectors)	Knowledge of systems of healthcare delivery with a preference for knowledge across different jurisdictions, across the lifespan and understanding impacts of public policy and funding.				
Academic/Research	Demonstrated understanding of or experience in research and education.				
Life Experience – not mandatory but strongly preferred (circle one or more as appropriate or provide answer to question)					
Inclusion, Diversity, Equity, Accessibility and Anti-Racism	Knowledge of, experience in and commitment to identifying, removing and preventing barriers for people and communities that have been historically marginalized by the health sector, and by broader social systems. Such people and communities may include, but are not limited to, persons who identify as disabled, women, racialized, LGBTQI2S+, Indigenous and individuals with mental health conditions.				
Experience of Childhood Disability		Self	Parent or Caregiver	Sibling	Other

Community Profile/Reach	Demonstrated profile and reputation to support the hospital in building its reputation and being able to reach public policy makers at all levels, foundations and funders. Experience building and sustaining connections into diverse communities.	Indicate relevant experience:			
Gender Identity		Male	Female	Trans	Other (please indicate)
Age		Under 40	40-55	55-65	Over 65
Sexual Orientation		Lesbian/Gay	Bisexual	Heterosexual	Other (please indicate)
Race, Cultural, Ethnic Identity	Self identifies as being part of a specific population classified by heritage, geographic ancestry, physical appearance, ethnicity or place of birth	Indicate identity/identities:			
Indigeneity	Self identifies as belonging to First Nation, Metis, Inuit and/or indigenous group; ability to assist Holland Bloorview to fulfill truth and reconciliation commitments; create cultural safety and identify partnership opportunities.	Indicate identity/identities:			
Language	Ability to communicate in a language other than English	Please indicate with details (e.g. spoken/written; proficiency):			
Socio-economic status	Self-identifies as having lived experience of low-income or socio-economic disadvantage	Yes	No	Comment:	