



## **Call for Expression of Interest Thamesview Family Health Team Board Nominations**

The Executive Board Committee is responsible for the governance and management of the affairs of the Family Health Team to ensure a strong commitment to the provision of timely, comprehensive primary health care centred around the needs of our patients and their families and is now issuing a **Call for Expression of Interest** in serving on the Executive Board Committee:

- Nominations for this position must be formally submitted on the attached Thamesview FHT Call for Expression of Interest Form.
- A Candidate Application package must be completed.
- Candidates are requested to read the attached duties and responsibilities of a Thamesview FHT Board Director and be aware that there is an expectation that Board Directors will serve on Board Committees.
- You will also find attached the list of core and complementary competencies that prospective Board members will need to demonstrate as part of the Executive Board Committee's process to develop the skills-based slate of Directors.
- Candidates must have the support of their employer to take up the position and agree to the time commitment involved by signing the attached Call for Expression of Interest Form.
- References will be requested for the candidates who are selected for interview.
- Inclusion on the Executive Board Committee is subject to a successful third – party background check. Candidates are requested to indicate agreement to undergo the third-party background check by signing Call for Expression of Interest Form.
- Submissions should be forwarded to the attention of:

Denise Waddick  
Executive Director, Secretary of the Executive Board Committee  
465 Grand Ave West, Chatham, ON N7L 1C5  
E-mail: [denise.waddick@thamesviewfht.ca](mailto:denise.waddick@thamesviewfht.ca)

- Submissions must be received no later than 4:30pm EDT, Friday, August 31, 2018.

## **Background**

Thamesview Family Health Team provides primary health care, including chronic disease management and health promotion and prevention, to approximately 23,000 patients in Chatham-Kent. We are a values-based organization with a strong commitment to quality, evidence-based medicine and teaching.

We have a strong team of interdisciplinary health care professionals and administrative staff who work in a collaborative model of care, to help patients reach their health goals, throughout the life cycle. Our physicians are committed to provide an integrated approach for optimal continuity of care. Physicians offer inpatient hospital care (round on patients, discharges, etc.) They also provide service in the following areas: Obstetrics, Oncology, Hospice, Hospitalist Medicine, Emergency Medicine and Long Term Care.

We are an accredited teaching site for Schulich School of Medicine & Dentistry's Distributed Education Network for our Family Medicine Residency Program. We teach home-based residents elective residency blocks for rural electives, as well as core rotations and electives in family medicine for 3<sup>rd</sup> and 4<sup>th</sup> year students.

A skills-based governance model was approved by the directors at the June 2018 AGM. The new Executive Board Committee will be comprised of 7 voting Directors, and 3 non-voting members. To ensure continuity within the new Board, four of the Director positions will be filled by physicians of Thamesview FHT. Therefore 3 vacancies will need to be filled. In considering candidates, the nominations subcommittee will seek to ensure balance in terms of skills of Directors on the Executive Board Committee.



**Candidate Information and  
Application Package  
for the  
Thamesview Board of Directors**

**(August 8, 2018)**



This package includes:

**Part 1: Board of Directors Position Profile and Competencies**

1. Thamesview FHT Governance Structure Roles, Responsibilities and Duties
2. Board Director Competencies

**Part 2: Candidate Application Process**

1. Expression of Interest Form
2. Application Form

For more information regarding Thamesview FHT please visit [www.thamesviewfht.ca](http://www.thamesviewfht.ca).

**THAMESVIEW FHT GOVERNANCE  
STRUCTURE ROLES, RESPONSIBILITIES AND  
DUTIES**

**Directors Serving on the Executive Board Committee**

**Principal Responsibility**

The Directors serving on the Executive Board are responsible for the governance and management of the affairs of the Corporation.

**Key Role**

The key role of Directors serving on the Thamesview Family Health Team Executive Board Committee is to:

- Attend and participate in all Executive Board Committee meetings, providing value added input in ensuring governance effectiveness.
- Prepare for all Executive Board Committee meetings, reviewing all agenda material.
- Act objectively, honestly and in good faith, and in the best interest of the Corporation and its members.
- Exercise the care, diligence and skill of a reasonably prudent person in exercising his/her powers and performing his/her duties as a Director.
- Develop and maintain an in-depth understanding of what the Corporation does in particular, how it puts its purpose into action, and be fully aware of the requirements of the internal governance mechanisms (By-Law), to ensure that the Board effectively fulfills its principal responsibility.
- Actively participate in establishing the organization's purpose and strategic plan.
- Ensure the collective interest of all members is effectively represented.

**Term of Office**

Directors shall be elected yearly by the members at an Annual General Members' Meeting. The directors' term of office shall be from the date of the meeting at which they are elected until the Annual meeting next following or until their successors are elected. The whole Board shall retire at the Annual General Members' Meeting at which the election of directors is to be made but, subject to the provisions of the By-laws, shall be eligible for re-election.

**Thamesview FHT  
Governance Structure  
Board of Directors - Position Profile**

**Desired Personal and Professional Attributes**

- The ability and passion to advocate on behalf of the Corporation.
- The ability to communicate effectively and concisely.
- The willingness to listen to (and acknowledge) others' point of view.
- Potential to serve as Board Chair.
- Experience on other Professional Association Boards.
- Is able to demonstrate all the core competencies and, ideally, at least one of the complementary competencies that have been identified in the competency framework for Thamesview FHT's Board of Directors.

**General Responsibilities of a Director of the Thamesview FHT Board of Directors**

- Help to identify the priority needs of the members and the profession and the resources required to achieve them.
- Assist in formulating and establishing strategic plans and objectives.
- Monitor the execution of the policies of the Board.
- Provide fiduciary oversight.
- Be positive in recommending Board decisions to members, and the public, speaking with one voice regardless of personal views.
- Promote the programs and services of the Corporation to members, prospective members, the public and to other stakeholders.
- Comply with the By-law and policies of the Corporation.
- Identify and understand emerging issues and opportunities for the profession and the Corporation.

**Thamesview FHT  
Governance Structure  
Board of Directors - Position Profile**

**Specific Responsibilities of a Director of the Executive Board Committee**

- Act honestly and in good faith with a view to the best interests of Thamesview Family Health Team.
- Exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
- Respect and adhere to Board confidentiality.
- Prepare for meetings and read in advance all of the materials provided to Directors of the Board.
- Understand and respect the differences between the Board's job and the job of management at Thamesview Family Health Team.
- Understand Thamesview FHT's strategic plan.
- Be demonstrably committed to the success of Thamesview FHT.
- Make available his/her knowledge and experience for the benefit of Thamesview FHT.
- Consistently use his/her best efforts in discharging his/her duties as a Director of Thamesview FHT.
- Consistently evaluate Board decisions and proposed actions in the context of Thamesview FHT's strategic plan and in the best interest of the majority of stakeholders.
- Review and evaluate management's recommendations and proposals to the Board in order to obtain reasonable assurance that what is being proposed is plausible.
- Demonstrate and encourage innovative thinking.
- Understand and accept that the Board speaks with one voice and that no one individual member speaks for the Board unless specifically designated to do so.
- Apply a collaborative approach to decision-making by the Board.
- Be economical with his/her words and the time of the Board.
- Encourage open and candid discussion of the real issues at meetings of the Board.
- Listen to and be respectful of the views of other Directors and members of management.

**Thamesview FHT  
Governance Structure  
Board of Directors - Position Profile**

- Be prepared to respectfully express honest disagreement with the views of other Directors.
- Question and probe all Board decisions in a positive and constructive manner.
- Be willing to change his/her mind in appropriate circumstances.
- In appropriate circumstances, attempt to reconcile and integrate various points of view.
- Generally only seek to “approve or reject” management recommendations and refrain from directing or instructing Management to pursue alternative options or particular courses of action which Management has not specifically proposed.
- Direct any concerns about individual Board members to the Chair of the Board for resolution.

**Time Commitment**

Executive Board Committee Directors typically meet in person quarterly for meetings, with one additional meeting at our Annual General Meeting. Time to time special directors meetings may be required. A total time commitment of approximately up to 7 business days in total, including travel and preparation time.

## Board Director Competencies

### Core Competencies

#### Critical Judgment and Decision-Making

Evaluating ideas and information while referring to objective criteria to reach rational conclusion and make decision.

Behavioural Indicators
<b>Identifies and handles ambiguity</b>
<ul style="list-style-type: none"><li>- Foresees longer-term implications of recommendations, positions, options and approaches that are not readily apparent.</li><li>- Exercises sound judgement in new situations in the absence of specific guidance.</li><li>- Considers emerging opportunities and risks when articulating astute and defensible options and recommendations.</li><li>- Selects new information or data to share with key decision makers or stakeholders in order to enhance their understanding and decisions.</li><li>- Effectively supports decisions.</li><li>- Identifies the problem based on a broad range of factors, many of which are ambiguous or difficult to define.</li><li>- Identifies alternate recommendations or solutions, including some that are not based on precedent.</li><li>- Applies guidelines and procedures that leave considerable room for discretion and interpretation.</li></ul>

#### Governance and Ethics

Directing the affairs of the Board in keeping with its mandate and governing in an effective and accountable manner.

Behavioural Indicators
<b>Sound Governance</b>
<ul style="list-style-type: none"><li>- Understand and participates in the governance context in which the Board functions.</li><li>- Displays a working knowledge of policies, business planning, financial and governance frameworks.</li><li>- Develops, implements and monitors new processes and practices (Board's procedures, protocols and rules) to govern the Board within best practices.</li><li>- Adopts a continuous improvement approaches to Board operations.</li><li>- Inspires confidence and commitment to the attainment of objectives.</li><li>- Conducts oneself with professional integrity and takes action based on values and Code of Ethics aligned with the Board</li></ul>

### **Interactive Communication**

Listening to others and communicating articulately, fostering open communication.

<b>Behavioural Indicators</b>	
<b>Adapts communication</b>	
-	Tailors communication (e.g., content, style and medium) with the ability to engage diverse audiences.
-	Advocates effectively for the profession.
-	Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message.
-	Communicates effectively with all organizational levels.
-	Understands others' complex or underlying needs, motivations, emotions or concerns, communicating effectively despite the sensitivity of the situation.

### **Leading and Managing Change**

Supporting, implementing and initiating change, while helping others deal with the transition.

<b>Behavioural Indicators</b>	
<b>Manages/orchestrates change</b>	
-	Adjusts priorities and reallocates resources to effect the change.
-	Adapts existing goals, plans and processes, or develops new ones to respond effectively to the change.
-	Coaches others on dealing with resistance to change.
-	Tracks the impact of the change, making adjustments as needed.
-	Partners with change leaders and managers in planning, implementing and evaluating interventions to improve organizational performance.

### **Strategic Vision and Thinking**

Understanding and processing complex information. Exercising sound judgment, considering the situation, the issues, the key players, and levels of authority involved. Proposing courses of action that further the objectives, priorities and vision of organization.

<b>Behavioural Indicators</b>	
<b>Identifies and handles strategic issues</b>	
-	Identifies insightful understanding of the organizational context and priorities, how they interact and how they affect issues.
-	Interprets trends in the profession into the appropriate plans or approaches on the part of the association.
-	Generates new and creative ideas and solutions to issues.
-	Develops a broader vision for the organization.

## Complementary Competencies

### Analytical Thinking

Analyzing and synthesizing information to understand issues, identify options, and support sound decision making.

Behavioural Indicators
<b>Applies broad analysis</b>
<ul style="list-style-type: none"><li>- Effective critiques, analyzes and validates change.</li><li>- Integrates information from diverse sources, often involving large amounts of information.</li><li>- Thinks several steps ahead in deciding on best course of action, anticipating likely outcomes.</li><li>- Develops conceptual frameworks that guide analysis by describing patterns of complex relationships among elements and events in the operating environment.</li></ul>

### Business Perspective

Using an understanding of business issues, processes and outcomes to enhance business performance.

Behavioural Indicators
<b>Positions organization for long term success</b>
<ul style="list-style-type: none"><li>- Develops ideas for positioning the organization for long-term success.</li><li>- Identifies situations where short-term costs/disadvantages should be traded for long-term revenues/gains.</li><li>- Identifies breakthrough opportunities that will dramatically enhance business effectiveness.</li><li>- Effectively identifies, responds to and manages risk.</li></ul>

### Relationship Building

Establishing, sustaining and fostering professional contacts to build, enhance and connect networks for association purposes.

Behavioural Indicators
<b>Creates networking opportunities</b>
<ul style="list-style-type: none"><li>- Fosters connections to develop and enhance partnerships, alliances and networks that advance shared interests (e.g., multi-organizational research and/or program initiatives to address common societal issues, or generating greater awareness of and appreciation for the profession).</li><li>- Engages senior colleagues to promote potential areas of mutual, long-term interest.</li><li>- Brokers transparent relationships between organizations and societal sectors that further the achievement of association goals.</li></ul>



**EXPRESSION OF INTEREST FORM**  
**For Appointment to the Executive Board Committee**

Name of Candidate: \_\_\_\_\_

Address of Candidate: \_\_\_\_\_

City: \_\_\_\_\_ Province: \_\_\_\_\_

Postal Code: \_\_\_\_\_ Telephone: \_\_\_\_\_

Email: \_\_\_\_\_

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**CANDIDATE CONFIRMATION**

I hereby confirm that I am allowing my name to stand for appointment as an Executive Board Committee Director of the Thamesview Family Health Team.

I confirm that I have read the duties and responsibilities of a Thamesview Family Health Team Board Director, agree to the time commitment involved, understand that if I am included on the Slate of Directors that the summary of my competency profile will be shared with the members, and have the support of my employer to take up the position.

I agree to undergo a third-party background check if it is determined that I may be included on the slate of Directors. Such inclusion is subject to the background check being successful.

I am aware that candidate credentials will be verified with the relevant educational institutions and the relevant Provincial/Territorial Institutes (if applicable), and I will be asked to provide personal and professional references.

Name: \_\_\_\_\_  
*(Please print)*

Member Number (if applicable): \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Applications must be received in the Thamesview Family Health Team Grand Office **no later than 4:30pm ET, Friday, August 31, 2018**. Applications received after this date will not be considered by the Executive Board Committee.

***Applications should be sent to the attention of:***  
**Denise Waddick, Executive Director, Secretary of the Executive Board Committee**  
**465 Grand Ave West, Chatham, ON N7L 1C5**  
**E-mail: [denise.waddick@thamesviewfht.ca](mailto:denise.waddick@thamesviewfht.ca)**

All expressions of interest will be held in strict confidence and will be confirmed upon receipt.



## Thamesview Family Health Team Director Opportunity – Candidate Application Package

### Instructions for Completing This Package

Your application must include completion of the following:

1. General information
2. Attestation of Thamesview Family Health Team’s Board Member Mandatory/Universal Attributes
3. Self-Assessment of the Essential Collective Board Competencies
4. How Thamesview Family Health Team would benefit from your participation on our Board
5. Resume of your specific experience and qualifications aligned with the Director opportunity requirements

Submit applications to [denise.waddick@thamesviewfht.ca](mailto:denise.waddick@thamesviewfht.ca) by 4:30pm ET, Friday, August 31, 2018. If you have questions about completing this package or require more information, please contact Denise Waddick, Executive Director at email above.

### 1. General Information

Name	
Address	
Email Address	
Telephone	Please indicate preferred contact number <input type="checkbox"/> Work Number: <input type="checkbox"/> Residence Number: <input type="checkbox"/> Cell Phone:

## 2. Attestation of Thamesview Family Health Team’s Board Member Mandatory/Universal Attributes

Please complete the following:

Mandatory/ Universal Attributes	Indicate <u>yes</u> or <u>no</u> beside each question	Description
Integrity and 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/C ollaboration		5. Do you work effectively to collaborate with a team to achieve a shared objective?
Availability to fulfill responsibilities on Board and committees		6. Do you have sufficient time, interest and availability to devote to performing the duties of a Director as described in Thamesview FHT’s Director Job Description?
		7. Are you willing and interested in serving as the Executive Board Chair?
		8. Are you willing and interested to serve as the Executive Board Vice-Chair?

Please indicate Yes or No to the following:

\_\_\_\_\_ I have read the Director Position Profile and am willing to assume the responsibilities of the position of a Director of Thamesview Family Health Team’s Board.

### 3. Self-Assessment of Essential Collective Competencies

Each Director will bring a certain level of knowledge/expertise and 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 which of the competencies you possess, based on your skills, knowledge and experience and assess your “level of competency”.

Essential Collective Competencies	Competency Proficiency Scale (Please check the appropriate box below)			
	(1) <b>Fundamental Awareness</b> (common knowledge)	(2) <b>Intermediate practical</b> (Application)	(3) <b>Advanced</b> (recognized as “the Person to ask”)	(4) <b>Expert</b> (recognized authority)
1. Financial/risk oversight/management				
2. Business management				
3. Human Resources Management				
4. Primary Care Knowledge				
5. Primary Care Delivery Experience				
6. Government relations/advocacy				
7. Strategic Planning				
8. Legal/Regulatory/Policy re: non-profits				
9. Information Technology				
10. Accounting				
11. Quality & Performance Management				
12. Board and Governance				
13. Ethics				
14. Education				
15. Research				
16. Communications & Public Affairs				
17. Labour Relations				

4. **Describe how Thamesview Family Health Team would benefit from your participation on our Board.** [A maximum of 600 words]

## **5. Resume of Your Experience and Qualifications**

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