

## ATTACHMENT A: SKILLS MATRIX



# Wentworth Healthcare SKILLS MATRIX Board of Directors

**This skills matrix is used to ensure the Wentworth Healthcare Limited Board has the right balance of directors to set and achieve the organisation's strategic goals, and direct the organisation's future.**

This document is an extract from the Wentworth Healthcare Board Skills Matrix Policy # 1.15.

The Board skills matrix comprises four parts:

- **Part A** is an assessment of governance and industry based skills areas which should be held collectively by the Board. Each skill area is accompanied by a description.
- **Part B** is a description of personal attributes that all the directors of the Board are expected to possess.
- **Part C** contains observations regarding the diversity and non-skills based Board attributes.
- **Part D** lists the agreed essential governance and industry skills that determine the composition of the Board.

# PART A:

## Collective Skills

Each director is not expected to hold all governance and professional/industry skills, rather these skills should be held *collectively* by the Board as a whole.

**1. Governance skills:** skills/qualifications directly related to performing the Board's key functions.

Skill area	Description
<b>Strategic</b>	Ability to think strategically, identify and critically assess strategic opportunities and threats and develop effective strategies in the context of the objectives of Wentworth Healthcare and relevant national policies and priorities.
<b>Strategic financial skills</b>	Qualifications and/or experience in accounting and/or finance and the ability to: <ul style="list-style-type: none"> <li>Analyse key financial statements;</li> <li>Critically assess financial viability and performance;</li> <li>Contribute to strategic financial planning;</li> <li>Oversee budgets and the efficient use of resources; and</li> <li>Oversee funding arrangements and accountability.</li> </ul>
<b>Risk &amp; compliance expertise</b>	Ability to identify key risks to the organisation in a wide range of areas including cyber security, legal and regulatory compliance, monitor risk and compliance, management frameworks and systems.
<b>Corporate governance</b>	Knowledge and practical experience in best practice corporate governance including the fiduciary and legislative frameworks that underpin the company particularly in the not-for-profit context.
<b>Commercial acumen</b>	A broad range of commercial/business experience, preferably in the small to medium enterprise context, in areas that include communications, marketing, branding and business systems, practices and improvement.
<b>Ability to lead the Board or subcommittee</b>	<ul style="list-style-type: none"> <li>Skills in chairing meetings.</li> <li>Skills required of a Board chair including management and review of the performance of the CEO.</li> <li>Skills required to manage and review performance of the Board and Directors.</li> </ul>
<b>Previous board experience</b>	The Board should collectively comprise Directors who demonstrate competence and experience at Board level and/or who have completed formal training in directorship/governance.

**2. Professional/industry skills:** ie. Skills relevant to the local primary health care sector including:

Skill area	Description
<b>Strategic health policy, planning, delivery and/or research</b>	Knowledge, experience and networks in health including: <ul style="list-style-type: none"> <li>health policy, community health and well-being;</li> <li>population health needs assessment and health planning;</li> <li>resource allocation and service delivery; and</li> <li>research and evaluation.</li> </ul>
<b>General practice</b>	Experience as a medical practitioner including the ability to demonstrate clinical leadership.
<b>Primary health care</b>	Experience in the workforce that delivers and supports the delivery of primary health care services in the community, for example general practice, nursing, allied health, medical specialties, pharmacy, aged care, and/or state funded community health service provision including the ability to demonstrate clinical leadership and/or clinical network experience.
<b>Stakeholder engagement</b>	High level reputation and network in the community (locally, state-wide and/or nationally) including the relevant organisations or business groups, health professionals and health and non-health organisations, and the ability to effectively engage and communicate with those stakeholders. Strategic understanding of government and political processes.
<b>Aboriginal &amp; Torres Strait Islander Skills</b>	<ul style="list-style-type: none"> <li>The ability to maintain a considered strategic focus on Aboriginal and Torres Strait Islander Issues and perspectives.</li> <li>Understanding and connection to Aboriginal and Torres Strait Islander culture and health needs.</li> </ul>
<b>Consumer Skills</b>	<ul style="list-style-type: none"> <li>The ability to maintain a considered strategic focus on consumer issues and perspectives.</li> <li>Experience in consumer advocacy and/or consumer engagement.</li> <li>Networks in the local community including with relevant consumer groups.</li> </ul>
<b>Skills in strategic priority areas</b>	Strategic understanding in key strategic priority areas for the organization. This might include key national health priorities or local health priorities for the organisation

It is expected that each director has a broad understanding of the health care sector with particular regard to the primary health care sector.

# PART B:

## Personal Attributes and Behavioural Qualities

All directors are expected to possess the full set of personal attributes and behavioural qualities in order to operate as an effective director. This includes:

Attributes	Description
<b>Integrity (ethics) – Modelling our organisational values</b>	Modelling our organisational values of respect, ethical practice, quality, collaboration and continuous improvement. A commitment to: <ul style="list-style-type: none"> <li>• understanding and fulfilling the duties and responsibilities of a director, and maintain knowledge in this regard through professional development;</li> <li>• putting the Company’s interests before any personal interests;</li> <li>• acting in a transparent manner and declaring any activities or conduct that might be a potential conflict; and</li> <li>• maintaining Board confidentiality at all times.</li> </ul>
<b>Effective listener/communicator/strategic questioner</b>	The ability to: <ul style="list-style-type: none"> <li>• listen to, and constructively and appropriately debate, other people’s viewpoints;</li> <li>• develop and deliver cogent arguments;</li> <li>• communicate effectively with a broad range of stakeholders; and</li> <li>• ask questions &amp; challenge management and peer directors in a constructive and appropriate way about key issues.</li> </ul>
<b>Commitment</b>	<ul style="list-style-type: none"> <li>• A visible commitment to the vision and mission of the Company, and its on-going success.</li> <li>• Demonstrate the passion and time to make a genuine and active contribution to the Board.</li> </ul>
<b>Influencer and negotiator</b>	The ability to negotiate outcomes and influence others to agree with those outcomes, including an ability to gain stakeholder support for the Board’s decisions.
<b>Critical and innovative thinker</b>	The ability to critically analyse complex and detailed information, readily distil key issues, and develop innovative approaches and solutions to problems.
<b>Transformational leadership</b>	Innate leadership skills including the ability to: <ul style="list-style-type: none"> <li>• appropriately represent the organisation;</li> <li>• set appropriate Board and organisation culture;</li> <li>• make and take responsibility for decisions and actions; and</li> <li>• identify and guide change through creation of a vision and inspiring people to follow.</li> </ul>

## PART C: Diversity and Non-skills Based Board Criteria

Whilst appointments to the Board are based on merit, the Board as a whole should also encompass desirable diversity in aspects such as gender or different perspectives where appropriate.

The Company aims to align with the good governance principles of ensuring that a majority of Directors on the Board are independent.

Criteria	Description
<b>Generational diversity</b>	Some generational diversity should be sought among directors to bring different generational perspectives to the Board's deliberations.
<b>Gender diversity</b>	Relatively equal gender representation should be sought for the Board to reflect gender diversity in the local community.
<b>Geographic and cultural diversity</b>	<ul style="list-style-type: none"> <li>• The Company is designed to have a strong link to their local community and respond effectively to local needs.</li> <li>• The Board should have directors who understand the different areas within the Nepean Blue Mountains region. Where possible, cultural diversity on the Board should be reflective of the cultural diversity in the local community.</li> </ul>
<b>Employment diversity</b>	The Board should consider a diversity of directors who have an understanding or experience of different employment models and arrangements.

## PART D: Minimum Board Composition Skills

As a minimum, the composition of the Board will include the following essential governance and industry skills:

- Two General Practice skills positions.
- Two Primary Health Care skills positions (with a preference for one of these to be an allied health professional).

In addition, the composition of the Board will endeavour to include the following governance and industry skills:

- Stakeholder and Consumer skills position
- Aboriginal and Torres Strait Islander skills position.
- Commercial acumen skills position.
- With the remaining positions (up to two) designated as skills gap positions.

## ATTACHMENT B: DIRECTOR STRENGTHS MATRIX

Map up to the top three areas of expertise for each director as 3 (a maximum of three skills can be assessed as 3)

Map the remaining skills as either 2 (moderate-high skill level), 1 (some or little skills) and 0 (no skills/experience). Please refer to the definition of each skill above.

Director Name	Example								
Director since (year)	2010								
CG									
Gov & Noms									
FARM	X								
Strategic	2								
Finance	3								
Risk & Compliance	1								
Corporate Governance	2								
Commercial acumen	1								
Ability to lead the Board or Committee	1								
Previous Board experience	2								
Health Policy	1								
Business	1								
General Practice	0								
Primary health care	0								
Stakeholder engagement	3								
Aboriginal & Torres Strait Islander	0								
Consumer	1								
Strategic priority areas (list)	3								

# ATTACHMENT C: COPY OF ELECTRONIC SKILLS MATRIX

Wentworth Healthcare Board Skills Analysis Matrix

	Directors or Director candidates											
	Current	Required	Comments	1	2	3	4	5	6	7	8	9
<b>Governance</b>												
Strategic thinking (Strat 1, 3, 4, 5, 6)												
Strategic Financial Skills (Strat 2, 5, 6)												
Risk and compliance expertise (Strat 2, 4, 5, 6)												
Corporate Governance (Strat 4, 5, 6)												
Commercial acumen (Strat 3, 5, 6)												
Ability to lead the board or subcommittee (Strat 5, 6)												
Previous Board experience (Strat 4, 5, 6)												
<b>Professional / Industry skills</b>												
Strategic Health policy, planning, delivery and/or research (Strat 1, 2, 3, 4)												
General Practice												
Primary Health Care (Strat 1,2, 3, 4)												
Stakeholder Engagement (Strat 1, 3, 4, 5)												
Aboriginal Torres Strait Islander skills												
Consumer skills												
Skills in strategic priority areas												
<b>Personal attributes</b>												
Integrity/ethics-Modelling our organisational values												
Effective listener/communicator/strategic questioner												
Commitment												
Influencer and negotiator												
Critical and innovative thinker												
Transformational leadership												
<b>Diversity</b>												
Generational diversity												
Gender diversity												
Cultural diversity												
Geographic and cultural diversity												
Employment diversity												