



## Shoreham Board Profile & Skillset Competency Report

**Reporting Date:** February–March 2026

**Respondents:** 3 of 6 Board members (Andrew, Liz, Joe)

**Note:** Results are preliminary; full Board participation may adjust overall trends.

The Shoreham Board Profile & Skillset Competency Review was conducted as part of the Board’s annual governance evaluation process. The purpose of this review is to better understand the collective skills, experience, and perspectives represented on the Board, and to identify areas of strength as well as potential gaps.

Understanding the Board’s current competency profile supports effective governance by helping to inform Board development, succession planning, and future recruitment priorities. It also ensures that the Board maintains the range of expertise needed to provide strong oversight, strategic leadership, and informed decision-making in support of Shoreham’s mission.

### 1. Aggregate Competency Scores

**Scoring:** Yes = 2, Some = 1, No = 0

#### Score Interpretation Key

Score Range	Meaning	Explanation
1.7 – 2.0	Strong	Most Board members have significant professional or lived experience in this competency.
1.0 – 1.69	Moderate	Some Board members have experience or knowledge; competency partially represented.
0.1 – 0.99	Gap	Very few Board members have experience; competency is largely absent.
0	No coverage	No Board member has experience in this area.

Section	Competency	A	L	J	Avg Score	Interpretation
<b>Finance &amp; Accounting</b>	Financial management	2	2	1	1.67	Moderate – strong finance expertise
	Accounting	2	1	0	1.0	Moderate – some experience present
<b>Strategic Leadership &amp; Governance</b>	Governance	1	2	2	1.67	Moderate – generally strong governance
	Board experience	1	2	2	1.67	Moderate – experienced Board overall
	Strategic planning	1	2	2	1.67	Moderate – most members experienced
	Leadership skills	2	2	2	2.0	Strong – well-represented
	Government relations / Public sector knowledge	0	2	1	1.0	Moderate – some exposure
	Quality & Risk Management	0	1	1	0.67	Gap – limited experience overall
	<b>Operations &amp; Organizational Expertise</b>	Project management	1	2	1	1.33
	Human resources	1	1	1	1.0	Moderate – partially represented
	Advocacy & stakeholder engagement	0	2	1	1.0	Moderate – some expertise
	Legal expertise	0	0	0	0.0	No coverage – no expertise
	Marketing & communications	0	2	1	1.0	Moderate – some expertise
	Engineering / Technical expertise	0	0	0	0.0	No coverage – no expertise
	Enterprise IT	0	0	0	0.0	No coverage – no expertise
	Cybersecurity	0	1	1	0.67	Gap – limited experience
<b>Sector &amp; Subject-Matter Expertise</b>	Healthcare system knowledge	0	1	2	1.0	Moderate – some experience
	Academic / Research expertise	0	0	2	0.67	Gap – limited coverage
<b>Community &amp; Cultural Competency</b>	Cultural competency (Indigenous cultural safety)	1	1	2	1.33	Moderate – generally represented

Section	Competency	A	L	J	Avg Score	Interpretation
	Lived experience relevant to Shoreham's mission	0	2	2	1.33	Moderate – mostly strong
	Understanding of diverse community needs	1	1	2	1.33	Moderate – some coverage

## 2. Section Summary

Section	Avg Score	Interpretation
Finance & Accounting	1.34	Moderate – strong financial management, limited accounting expertise
Strategic Leadership & Governance	1.67	Moderate to strong – governance and leadership well-represented; some gaps in Quality & Risk Management
Operations & Organizational Expertise	0.71	Gap – limited expertise in legal, IT/technical, and cybersecurity areas; moderate in project management, HR, advocacy
Sector & Subject-Matter Expertise	0.83	Gap – low coverage in healthcare and academic/research knowledge
Community & Cultural Competency	1.33	Moderate – cultural and mission-related experience present, partially uneven coverage

## 3. Key Observations

### Strengths

- Governance, Board experience, strategic planning, and leadership skills are well-represented.
- Financial management is strong.
- Community and mission-aligned lived experience is present.
- Liz brings operational and advocacy expertise that strengthens the Board.

### Gaps

- Accounting, legal, IT/technical, and cybersecurity knowledge are limited.
- Quality & Risk Management has minimal coverage.
- Sector expertise (healthcare system and research) is underrepresented.

## **Opportunities**

- Targeted recruitment could fill gaps in accounting, IT, legal, and healthcare/research knowledge.
- Professional development can continue to focus on Quality & Risk Management, cybersecurity, and government/public sector relations.
- Succession planning should ensure continuity in governance while introducing needed skillsets.

## **4. Individual Insights**

### **Andrew:**

“My work experience is mainly tied to finance and accounting in larger public companies. I don’t have any exposure to working directly with government.”

### **Liz:**

- Strong experience in finance, governance, leadership, operations, and advocacy.
- Contributes lived experience aligned with Shoreham’s mission.
- Partial experience in cultural competency (Indigenous cultural safety).

### **Joe:**

- Strong in governance, leadership, and sector knowledge (healthcare and research).
- Moderate experience in finance, operations, and advocacy.

## **5. Recommendations for Planning**

### **Recruitment**

- Seek Board members with expertise in accounting, IT/technical areas, legal, and healthcare/research sectors.

### **Professional Development**

- Continue to offer training in Quality & Risk Management, cybersecurity, and government/public sector relations.

### **Board Diversity & Succession**

- Ensure ongoing representation of cultural and community competencies.
- Consider staggered term renewals to maintain governance experience while addressing identified gaps.