

First Nations



Our view from the house over
looking Malaspina Strait

First Nations
HEALTH MANAGERS



**Health Managers
National Association**

Presentation for the Regional Information Sessions

First Nations
HEALTH MANAGERS

Work Partners





What is the purpose of the FNHMAC?

- Mandated by AFN and FNIHB to form a committee.
- In March 2005 at a joint meeting senior management agreed that increasing capacity of FNHM was key to improving FN health service delivery at the community level.



- Subsequently the Chiefs Committee on Health (CCOH) indentified Aboriginal Health Human Resources (AHHRI) as a priority.
- The FNHMAC was mandated to explore the elements of a supportive environment for FNHM's and provide leadership, partnership and advice on:



- ❖ the development of a national set of FNHM Continuing Competencies that communities may wish to adopt;
- ❖ the identification of effective FNHM's recruitment and retention strategies;



- ❖ the development of a communication framework;
- ❖ the establishment of a national network of FN Health Managers;
- ❖ The development of an informative website and e-portal for FN Health Managers



What work has the FNHMAC completed?

- Commissioned the NAHO situational analysis and needs assessment, 2007/08.
- Completed a literature review of other competency frameworks.



- Sponsored two FNHM National Forums – Edmonton, March 2008 and Vancouver – 2009
- Completed the FNHM Competency Framework, July 2009.
- National Association Working Group formed



Purpose of a First Nations Health Mangers National Association

- To provide First Nations Health Managers with a voice on health matters
- Provide professional support
- Build credibility
- Promote knowledge sharing
- Offer training, development and certification
- Increase networking
- Apply a cultural lens to health matters



Benefits of a National Health Managers Association

- Improved skills and capacity in community health services
- Professional development, networking and support
- Increased ability to attract and retain health workers
- Help FNHM with their future development and their communities' health needs.



This could be the Role

- Develop health management capacity
- Attract members who have a desire to obtain and maintain a professional designation
- Build credibility
- Build relationships and partnerships



Role (cont'd)

- Obtain business and political support
- Provide members with relevant products and services
- Pursue the vision and mission in an innovative, effective and financially responsible manner
- Establish professional designation



Some names of the Association?

- First Nations Health Managers Association (of Canada)
- Aboriginal Health Managers Association (of Canada)
- Indigenous Health Managers Association (of Canada)

Q: What is your preference? Are there other suggestions?



Think about Membership Categories

- Certified (granted the designation - voting)
- Candidate (eligible to pursue the designation – voting)
- Student (non voting)
- Retired (voting)
- Honorary (voting)
- Corporate (Business suppliers or health related organizations – non voting)

All members must be in good standing to retain membership.



Thoughts for our next Discussion

1. How do you see our Region interacting with a National Association?
2. What should be the next steps? Nationally?
3. We are thinking of hosting a Regional session with BC Health Directors – Can you give me a sense of whether you would be in agreement to attend a session. In Kamloops in early March, Friday 12th ?

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Tla' Amin Community Health Center



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FNHM 2009 Conference

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**First Nations Health Managers
Competency Framework**

Presentation for the Regional Information
Sessions



First Nations Health Managers Competency Framework

Proposed Vision

First Nations Health Managers are leaders who honour, maintain and uphold inherent ways of knowing while balancing management principles to bring excellence to their communities and health programs.

There are copies of the Competency Framework for you to take home.



History of the First Nations Health Managers Competency Framework

- The **Assembly of First Nations** and **First Nations and Inuit Health Branch** committed in 2006 to coordinating the development of a First Nations Health Managers Continuing Competency Framework
- First Nations Health Managers Advisory Committee formed to guide the work (2006)
- Initial task was to conduct a Situational Analysis and Needs Assessment – 2007/08



Situational Analysis and Needs Assessment Findings: General

- There was consensus that essential skills for a Health Director include Communication, Accountability, Fiscal and Human Resources Management
- A connection to the community and understanding its culture and values are essential
- The importance of speaking the local language was identified
- An awareness of First Nations history, recognizing the impact of residential schools and colonization is crucial



Situational Analysis and Needs Assessment Findings: General

- It was stressed that non-Aboriginal health managers must understand the correlation between '*our history and current health status*'
- Similar roles and needs were found between large and small communities, those fully transferred or not and isolated or not



Situational Analysis and Needs Assessment: Recommendations

- Support the development of standards, ethical guidelines and best practices similar to a professional association
- Create a mentorship and job exchange process
- Develop a certification process for Health Directors using developed curriculum and modules
- Create a Health Director network to support and share information
- Reviewed and validated at the March 2008 FNHM Forum in Edmonton



Forum to Framework

- The First Nations Health Managers Advisory Committee reviewed the Forum report and determined the next steps as:
 - Environmental Scan of Competency Frameworks
 - Continued support for FNHM website
 - Development of Draft Competency Framework
 - Support AFN to coordinate another forum for FNHM to review Draft Competency Framework



FNHM National Forum - Vancouver, January 2009

- The Forum had 800+ participants
- The Forum presented an opportunity to share the First Nations Health Managers Draft Competency Framework
- The First Nations Health Managers Advisory Committee incorporated the feedback received from the Forum into the final framework
- The Forum introduced the idea of a First Nations Health Managers National Association



First Nations Health Managers Framework - Overview

- Developed by the First Nations Health Managers Advisory Committee, using a variety of sources, but most importantly through the experiences shared by First Nations Health Managers themselves
- Describes the domains, competencies and competency indicators of a First Nations Health Manager in carrying out his/her work
- Is a tool to improve awareness of strengths and challenges and develop other competencies



How can this be used?

- Outlines the complexity of the role of a First Nations Health Manager
- Is a valuable tool to improve the ability to retain and/or recruit First Nations Health Managers
- Is a process to assess knowledge and abilities and can identify further training needs



How can this be used?

- Can be used by educational institutions to influence curriculum development
- It is important to note that the framework is not mandatory; that it will not be used to judge the merits of a particular health manager
- Can be used by individual FNHMs to assess their own knowledge and abilities and identify areas that they would like to further enhance through formal or informal training



First Nations Health Managers Framework





Framework Organization

- **Domain**: A broad category that explains a particular field of knowledge
- **Core Competencies**: An observable and/or measurable knowledge, skill or behaviour that contributes to successful job performance
- **Competency Indicator**: An observable and/or measurable knowledge, skill or behaviour that contributes to successful job performance



Leadership and Governance

Within this domain, a First Nations Health Manager is a leader who focuses on leadership and governance competencies that build capacity to improve performance and enhance the quality of the working environment. They enable organizations and communities to create, communicate and apply shared visions, missions and values



Leadership and Governance

Core Competencies

The First Nations Health Manager demonstrates:

- knowledge and abilities in leadership based on values and a shared vision in planning and implementing programs and policies
- knowledge and abilities to facilitate and employ a team approach within the community-based organization



Leadership and Governance

- the ability to build capacity within the organization and the community
- the ability to guide and manage change, consistent with the vision and values of the organization



Professionalism

Within this domain, a First Nations Health Manager is a leader who lives and embraces the Seven Teachings of trust, respect, honour, honesty, humility, courage and truth with competence and integrity



Professionalism

Core Competencies

The First Nations Health Manager demonstrates:

- knowledge and awareness of self and others to perpetuate the Seven Teachings in the work place
- The ability to stay current on, and incorporate new health services and management information to ensure quality services are provided to the community



Professionalism

- The ability to ensure community health programs and services are founded on a code of ethics

Advocacy, Partnerships and Relationships

Within this domain, a First Nations Health Manager is a leader that advocates, fosters and nurtures partnerships and strengthens and sustains relationships to improve the health of our communities



Advocacy, Partnerships and Relationships

Core Competencies

The First Nations Health Manager demonstrates:

- Knowledge and abilities to collaborate with both health care professionals and para-professionals in the provision of effective First Nations health care delivery
- Knowledge and abilities to use skills to create and sustain partnerships



Advocacy, Partnerships and Relationships

- Knowledge and abilities to advocate for healthy public policy and services that promote, protect and enhance the health and well-being of individuals and communities
- Knowledge and abilities to appropriately motivate and mobilize individuals, community, and partners



Human Resources Management

Within this domain, a First Nations Health Manager is a leader who is able to effectively recruit and retain qualified staff that help to meet the needs of the community



Human Resources Management

Core Competencies

The First Nations Health Manager demonstrates:

- The ability to assess human resource needs of the community-based health organization
- The ability to strategize and create human resource management plans
- The ability to recruit and select qualified employees



Human Resources Management

- The ability to train and supervise staff and boards to achieve organizational goals
- Knowledge and abilities to mentor and coach his or her staff to promote professional development



Financial Management and Accountability

Within this domain, a First Nations Health Manager is a leader who is able to demonstrate competence in financial management and ensure accountability to the community, Chief and Council and/or Health Committee/Board and funders



Financial Management and Accountability

Core Competencies

The First Nations Health Manager demonstrates:

- Knowledge and abilities in following and implementing Generally Accepted Accounting Principles
- Knowledge and abilities to ensure efficient and effective financial management of health programs and services
- Knowledge and abilities in planning, reporting and decision-making in a transparent manner in alignment with organizational objectives to relevant stakeholders



Health Services Delivery

Within this domain, a First Nations Health Manager is a leader in understanding the components of health services, responding to community health concerns and planning for emerging health needs



Health Services Delivery

Core Competencies

The First Nations Health Manager demonstrates:

- Knowledge and abilities to assess current health topics of concern (or areas) using a First Nations 'determinants of health' approach
- Knowledge and abilities to use evidence and research to influence health policies and programs on a local, regional and national level
- knowledge and abilities to apply leading concepts relating to First Nations health care delivery



Health Services Delivery

- Knowledge and abilities to recognise, value and incorporate First Nations perspectives in health services development and delivery
- Knowledge and abilities to actively participate in the developing, implementing and evaluating of responses to health emergencies

Quality Improvement and Assurance

Within this domain, a First Nations Health Manager is a leader who is able to integrate ongoing quality improvement and assurance as a foundation

Quality Improvement and Assurance

Core Competencies

The First Nations Health Manager demonstrates:

- Knowledge and abilities of the key elements and processes of continuous quality improvement
- Knowledge and abilities to identify, manage and/or mitigate risks
- Knowledge and abilities in the application of relevant provincial, federal and First Nation legislation and its impact on programming and services



Planning

Within this domain, a First Nations Health Manager takes a leadership role in planning, implementing and evaluating policies and programs based on evidence and relevance to community health needs and plans. This includes ongoing operational and strategic planning



Planning

Core Competencies

The First Nations Health Manager demonstrates:

- Knowledge and abilities in strategic and operational planning
- Knowledge and abilities to gather, analyze and apply research principles and information
- Knowledge and abilities in program development, implementation and evaluation, maximizing available resources and based on plans



Communication

Within this domain, a First Nations Health Manager is a leader who is able to effectively exchange ideas, opinions and information to different audiences



Communication

Core Competencies

The First Nations Health Manager demonstrates:

- Knowledge and abilities to perform a range of communications activities with individuals, families, groups, communities, staff, colleagues, and internal and external programs and organizations



- Knowledge and abilities to implement a communications strategy within their community
- Knowledge and abilities to work with computers and necessary software applications and reporting systems to manage, monitor and report on their program data



Cultural Awareness

Within this domain, a First Nations Health Manager is a leader who recognizes the value of knowing traditional and cultural teachings which includes honouring ancestral knowledge and incorporating inherent ways of knowing to improve health



Cultural Awareness

Core Competencies

The First Nations Health Manager demonstrates:

- Knowledge and abilities as they understand the traditional and community role of decision-making – at the individual, family, and community levels
- Knowledge and abilities to understand the limitations of one's own knowledge and accepts and incorporates new ways of respecting and understanding with regard to First Nations' health practice



Cultural Awareness

- Knowledge and understanding in interacting with First Nations health care workers and communities by applying the Seven Teachings of trust, respect, honour, honesty, humility, courage and truth
- The ability to ensure that culture is an integral part of health care



Questions and Next Steps

1. How does this framework apply to FNHMs in our Region?
2. What could we do to implement the Framework?
3. What are the challenges we will have in implementing the Framework and how can we overcome these challenges?
4. What are the next steps?



Family





Thank you

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