



*First Nations Health Managers Association*

*Association des gestionnaires de santé des Premières Nations*

## **INFORMATION GUIDE**

**CFNHM**

Certified First Nations Health Manager





## COMMITTED TO HELPING YOU GROW!

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The First Nations Health Managers Association (FNHMA) is committed to excellence in expanding health management capacity for First Nations organizations. It is a national, professional association exclusively serving the needs of individuals working for or aspiring to positions with First Nations organizations. We are responsible for providing training, certification, and professional development opportunities in health management.

FNHMA provides leadership in health management activities by developing and promoting quality standards, practices, research, certification, and professional development to expand capacity for members and First Nations organizations. Members can assist organizations to maximize their use of resources, strengthen decision-making, and deliver quality programs. FNHMA and its members' successes contribute to strengthening the health management capabilities of First Nations organizations in Canada.

FNHMA promotes and contributes to the advancement of First Nations health management and provides opportunities to share knowledge. Health managers from across Canada can take advantage of the Certified First Nations Health Manager program and professional designation, where you can enhance your knowledge of health management and achieve professional growth.

FNHMA prepares individuals to work with new knowledge and skills and assists its members and their organizations to set strategic goals, successfully implement business plans, and deliver quality health service programs.

Members of FNHMA will benefit from various programs and services.

- ✦ CFNHM Certification Program
- ✦ Standards of Ethical Conduct
- ✦ Standards for Professional Competencies and Professional Development Programs
- ✦ Annual Conference and Trade Show
- ✦ Courses, Workshops and Seminars
- ✦ Website - Knowledge Circle with Tools, Practices and More
- ✦ Publications
- ✦ Career Support Services
- ✦ Members' Directory and Opportunities to Network





## **CERTIFIED FIRST NATIONS HEALTH MANAGER**

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A Certified First Nations Health Manager (CFNHM) is a highly skilled professional, committed to personal career development, standards of ethical conduct and First Nations health management. CFNHMs gain insight into the most advanced and up-to-date health management practices and health services issues facing First Nations organizations. As valued members of the community and health decision-making teams, CFNHMs work in a variety of pivotal positions and are valued for their understanding of health management and services. They are the expert and interpreter on health issues and health management matters; and continually improve the decision-making process.

CFNHMs are key players in developing strategy and delivering health business plans and services. They appreciate the impact of technology and are multi-skilled and flexible. Their broad-based understanding and access to information,

along with their experience and caring attitude, is invaluable in building a successful career in health management. When it comes to health management for First Nations organizations, CFNHMs are experts.

The need for CFNHMs has never been greater as First Nations organizations are assuming more responsibilities and pursuing new opportunities. CFNHMs provide organizations with a focused and balanced approach in maximizing the use of resources. As a CFNHM an individual can have a wide range of career opportunities and challenges.

Holders of the CFNHM designation will be identified as a highly qualified health management professional in tune with today's challenges, with clearly defined and well-developed competencies that First Nations organizations want and need. The designation can support your goal to have a challenging and successful career.

## ***THE DISCIPLINE OF FIRST NATIONS HEALTH MANAGEMENT***

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As the professional organization in Canada responsible for certification in this discipline, FNHMA is setting high standards for First Nations health management. Competency standards for First Nations health management have been established. These standards are the basis for development of curriculum used in granting credits towards the First Nations Health Manager Prior Learning Assessment and Recognition Program (PLAR); assessment of practical experience; and the setting of the CFNHM Professional Examination.

Key stakeholders in First Nations health management were involved in establishing the competencies for the discipline of First Nations

health management. Better practices were considered in setting standards and developing policies for a new professional association. CFNHM certification is based on these standards and policies. Each candidate for the professional designation is evaluated on the competency standards.

The Certified First Nations Health Manager Program will enhance your competencies to help you lead your organization's efforts in health management.

Throughout their careers CFNHMs are required to participate in ongoing professional development opportunities.





## PROFESSIONAL COMPETENCIES

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FNHMA focuses on competencies that are essential for a professional active in First Nations health management. Competencies have been grouped into ten core domains of knowledge and skills with a listing of competency indicators. They:

- ❏ serve as a base for development of curriculum for the Certified First Nations Health Manager Program;
- ❏ assist in preparation for the Certified First Nations Health Manager Professional examination;
- ❏ identify and measure practical work experience requirements;
- ❏ assist to develop continuing professional development services;
- ❏ serve as a tool to conduct a self-assessment to identify areas requiring professional development;
- ❏ serve as an evaluation tool in the Prior Learning and Assessment Recognition Program;
- ❏ support organizations in recruitment and selection; and
- ❏ support organizations in performance management and evaluation.

The competencies are general and pertinent to all types of First Nations organizations.

The Certification Program measures the following core competency domains:

1. Leadership and Governance
  2. Professionalism
  3. Advocacy, Partnerships and Relationships
  4. Human Resources Management
  5. Financial Management and Accountability
  6. Health Services Delivery
  7. Quality Improvement and Assurance
  8. Planning
  9. Communication
  10. Cultural Awareness
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# ***BECOMING A CERTIFIED FIRST NATIONS HEALTH MANAGER***

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## ***Membership Requirements***

To be admitted as a candidate member of FNHMA you must be working in health management or have completed several courses that relate to the competency standards and you must pay the required membership dues. Information on annual membership dues is provided in the membership section.

## ***Certification Process***

In order to become a CFNHM, the following is required:

1. Completion of the Certified First Nations Health Manager Program (CFNHMP) requirements.
2. Completion of the Professional Examination.
3. Completion of two years of verified practical work experience.
4. Agreement to abide by the Code of Ethics and Standards of Ethical Conduct.

***Or***

1. Approval of a Prior Learning Assessment and Recognition Portfolio (PLAR) with evidence that demonstrates your knowledge and skills of the Competency Standards.
2. Agreement to abide by the Code of Ethics and Standards of Ethical Conduct.

To determine your possible eligibility regarding the PLAR path or the regular path to certification, you are encouraged to complete the competency self-evaluation tool available on the FNHMA website at [www.fnhma.ca](http://www.fnhma.ca).

As evidence of commitment to the principle of lifelong learning, all CFNHMs are expected to meet a Maintenance of Certification (MOC) requirement. All CFNHMs are required to engage in 20 hours of continuing professional development annually. The only requirement for the 20 hours is that education must be relevant to First Nations health management. Reporting of activity occurs at the time of annual membership renewal. The certification process, and MOC, ensures that CFNHMs are up-to-date on the most current First Nations health management issues and practices.

Note: The PLAR path to certification is available to health managers that have more than seven years of extensive experience in First Nations health management. If you meet this qualification, you are eligible to make a PLAR Portfolio submission and may be granted certification. There is no guarantee that your portfolio will be approved. There may be deficiencies identified that can be covered off through courses and relevant experience. Candidate members taking the PLAR path will be required to write the professional examination.





## **COURSE EXEMPTIONS**

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Exemptions for courses may be granted for equivalent courses that meet competency standards and are recognized by FNHMA.

Over time, some post-secondary institutions in Canada will deliver courses that will be recognized as equivalent and will be granted an exemption

by FNHMA. Exemptions will require a 60% pass mark and be supported with a transcript and course descriptions and/or syllabus. A processing fee of \$40.00 per course will be required to process requests. Please contact us at [education@fnhma.ca](mailto:education@fnhma.ca) for more information.

## **STEPS TO BECOMING A CFNHM**

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1. Become a candidate member of FNHMA.
2. Receive membership services as a candidate member.
3. If you have more than seven years of practical work experience in a First Nations environment, complete the Competency Self-Evaluation and, if you have most of the competencies, you may be able to follow the Prior Learning Assessment and Recognition (PLAR) program.
4. If you believe you are not eligible for PLAR, send in transcripts of courses that may be eligible for course exemptions in the Certified First Nations Health Manager Program.
5. Enroll in and complete the required courses in the Certified First Nations Health Manager Program.
6. Upon successful completion of the courses, apply to write the professional examination.
7. Pass the professional examination.
8. Submit a Report of Practical Work Experience covering two or more years of eligible experience, verified by two sponsors.
9. Sign a commitment to comply with the Code of Ethics and Standards of Ethical Conduct.
10. Obtain Board approval.
11. Attend convocation and receive your professional designation.



## KEY STEPS TO CERTIFICATION

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### BECOME A CANDIDATE MEMBER

***Do you have more than seven years of First Nations Health Management experience?***

#### **YES**

Complete a Competency Self-Assessment

If eligible, complete the PLAR Portfolio

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Obtain approval of your PLAR Portfolio

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Obtain Two Sponsors & Agree to Ethical Requirements

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Candidates will be required to complete the Professional Examination

#### **NO**

Complete the CFNHMP (Five Courses)

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Complete the Professional Examination

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Meet the two year Practical Work Experience Requirements

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Obtain Two Sponsors & Agree to Ethical Requirements

**CFNHM**





## **CERTIFIED FIRST NATIONS HEALTH MANAGER PROGRAM**

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### ***Hybrid Online Courses***

Since the fall of 2020, FNHMA has offered a hybrid online learning opportunity for students using the Google Classroom platform. Students can look forward to attending one hour weekly virtual lessons over 10-12 weeks.

Given the flexible nature of the hybrid online courses, sessions for all courses can be offered simultaneously during the following timeframes:

- ✘ Spring / Summer - May to June (500 only)
- ✘ Fall – September to December (100 to 400)
- ✘ Winter – January to April (100 to 400)

This format of delivering the CFNHMP courses offers the students with interactive lessons with an instructor, and the opportunity to meet and connect with other students through group discussions without travelling and taking time off work.

### ***Intensive Courses***

Where interest and numbers exist, a course may be delivered in an intensive in-person program with pre and post activities.

The intensive course fees are aligned with other professional development associations and the intensive delivery format provides our participants with:

- ✘ Opportunities to network with other Health Directors/Managers;
- ✘ Dialogue, discussion and learning from others;
- ✘ Support from instructor and participants;
- ✘ Group problem solving; and
- ✘ Enhanced opportunity for mentorship and coaching.

If the hybrid online method doesn't suit your learning needs, the intensive courses do provide the opportunity for networking, on-site support, group work, and enhanced discussion for an enriched learning environment.

For exact course start dates and our current fee schedule, for both the Hybrid and Intensive courses, contact FNHMA by visiting our website at [www.fnhma.ca](http://www.fnhma.ca) or by email at [info@fnhma.ca](mailto:info@fnhma.ca). You can also call us at 613-599-6070 or Toll Free at 1-844-218-0440.

# LEARNING OBJECTIVES

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## CFNHM 100 – The First Nations Health Landscape

### *Lesson 1 – The Health Environment: An Overview*

- Understand the definitions of health and wellness, generally and in your community or nation context.
- Understand key concepts of self-determination in a First Nations health context.
- Understand the World Health Organization “building blocks” of health and how they relate to the First Nations view of wellness.
- Be able to describe the health environment within the nation, the region, and your community.
- Be able to identify components of healthy communities and best practices that foster healthy environments for First Nations peoples.

### *Lesson 2 – History and Health*

- Understand the history of health in First Nations communities including the values, beliefs, customs, traditions, and wellness practices and relate them to the importance of Elders and knowledge-keepers within communities.
- Understand the historical contributions of First Nations communities to health and wellness.
- Be aware of the health recommendations in the Truth and Reconciliation report.
- Understand how the history of First Nations communities is related to current health status.
- Be aware of current First Nation models of healing from historic trauma.

### *Lesson 3 – Culture and Health*

- Understand culture within the context of health and wellness.
- Understand traditional and contemporary health approaches.
- Understand the value of policies and procedures that recognize and support cultural

competency in the provision of health services.

- Demonstrate the ability to customize service delivery based on community culture.
- Be knowledgeable about healing practices in First Nations communities.

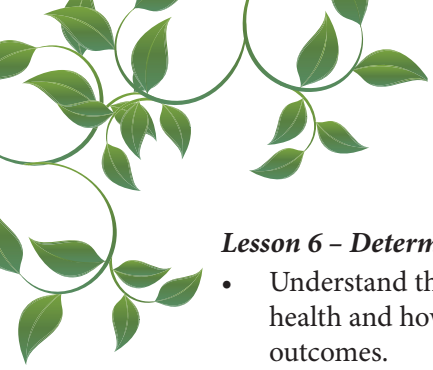
### *Lesson 4 – Health Systems*

- Understand a “systems” approach to health care and the interrelated nature of health programs and services.
- Understand where and how First Nations health fits within the general/mainstream health system.
- Understand the federal and provincial governments’ processes that influence the transfer of health dollars to organizations and people.
- Understand the importance of Jordan’s Principle.

### *Lesson 5 – Health Governance*

- Understand the role and key drivers of effective health services governance.
- Understand how effective health governance is structured, including composition and functions.
- Explore the key roles and responsibilities assigned to those responsible for health services governance.
- Understand the role of knowledge-based decision-making in setting strategic direction, monitoring progress and evaluating results.
- Understand best practices that enhance accountability and transparency in health services planning and delivery.
- Understand how to support an effective relationship between governance and management.
- Be able to describe your health organization’s governance structure.





### ***Lesson 6 – Determinants of Health***

- Understand the concept of determinants of health and how they are related to health outcomes.
- Understand the determinants of health through a First Nations perspective.
- Understand the relation between determinants of health and the development of healthy community policies.
- Understand how a “determinants of health” approach can be applied to developing and managing health programs.
- Apply a “determinants of health” approach when planning, administering, and reporting on programs.

### ***Lesson 7 – Epidemiology***

- Understand the definition of epidemiology.
- Understand the role of epidemiologists in First Nations communities and learn how they examine, analyze and report on outbreaks, chronic diseases, health impacts of disasters, and environmental health issues in First Nations and non-First Nations communities.
- Understand how to read and analyze trends in health care across Canada and in First Nations communities.
- Understand how to apply epidemiological evidence in the development of health policies and programs.

### ***Lesson 8 – Public Health***

- Understand the key goals of public health.
- Understand how public health plays a role in the wellness of your community.
- Understand the activities of the core service areas in public health (protection, promotion, and prevention).
- Understand about public health interventions and upstream policies.
- Understand the roles involved in public health and value of coordination across sectors.
- Understand what is needed to ensure a strong public health approach in your community.

### ***Lesson 9 – Partnerships***

- Understand the value of partnerships within the health system.
- Understand the various inter-jurisdictional relationships in First Nations’ health services.
- Understand the roles of potential partners.
- Be able to identify the key partnerships that are involved in your health system and understand which other partnerships would be beneficial.

### ***Lesson 10 – Current and Future Directions***

- Understand key strengths and issues in First Nations health and wellness.
- Identify promising practices in First Nations health and wellness.
- Know and employ a variety of approaches to dealing with health and wellness issues at the individual, family, and community levels.
- Understand how to incorporate traditional and western approaches to programs and services as appropriate within your community.
- Understand the Truth and Reconciliation Calls to Action related to health.
- Understand the role of the health manager in the changing health landscape.

## **CFNHM 200 – High Performing Strategic Organizations**

### ***Lesson 1 – Cultural Competency in Leadership***

- Understand the role of leadership in modeling cultural competency.
- Be able to describe what culturally competent leadership looks like.
- Understand the differences between cultural awareness, cultural sensitivity, cultural competence, cultural humility, and cultural safety.
- Be able to recognize racism and be an advocate or ally for your community.
- Understand your role in strengthening cultural competency in leadership.

### ***Lesson 2 – Courageous Leadership***

- Understand the leader's role in leading the organization.
- Understand key leadership characteristics and values.
- Understand how to demonstrate courageous leadership.
- Recognize the difference between leadership and management.
- Recognize leadership challenges and know how to find solutions.
- Be able to assess your own performance as a leader and be able to identify improvements.

### ***Lesson 3 – Organizational Culture***

- Understand what organizational culture is and why it is important.
- Be able to describe the characteristics (values and behaviours) of a positive organizational culture.
- Be able to assess your own organization's culture.
- Understand what accountability is and why it is important to your organization.
- Understand how to support your organization in strengthening the organizational culture.

### ***Lesson 4 – Effective Teamwork***

- Understand the characteristics of effective teams.
- Understand team-building techniques and the importance of positive group dynamics.
- Understand how to be a team leader or member of a multi-function team.
- Be able to recognize conflict and know how to resolve it.
- Be able to assess your organization's approach to teams and identify opportunities for improvement.

### ***Lesson 5 – Creating a Strategic Plan***

- Understand the importance of strategic management.
- Understand how strategic management supports high performance.

- Understand the steps and components of the strategic planning process.
- Know how to prioritize health issues to use the available resources most effectively within the community.
- Be able to assess your organization's approach to strategic planning and management and identify opportunities for improvement.

### ***Lesson 6 – Implementing your Strategic Plan***

- Understand how to operationalize your strategic plan.
- Understand the elements and processes of creating your annual or operational plan.
- Be able to create an annual or operational plan.
- Be able to assess your organization's approach to annual or operational planning and identify opportunities for improvement.

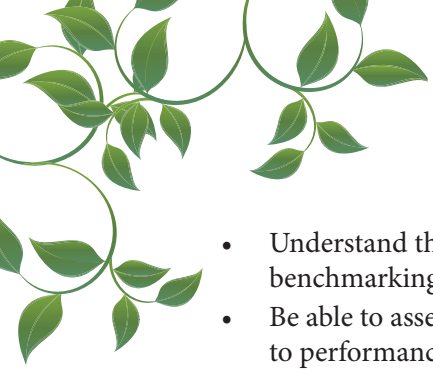
### ***Lesson 7 – Evaluating your Strategic Plan***

- Understand the connection between formulating strategy, implementing strategy, and evaluating strategy.
- Understand the importance of effective strategy evaluation.
- Understand the processes that support strategy evaluation.
- Understand roles in strategy evaluation.
- Be able to assess your organization's approach to strategy evaluation and identify opportunities for improvement.

### ***Lesson 8 – Performance Measurement and Management in your Organization***

- Understand the value of performance measurement and management in your organization.
- Understand the different approaches that can be used to measure and improve your organization's performance.
- Understand the benefits and process of applying indicators to measure performance.





- Understand the benefits and process of benchmarking.
- Be able to assess your organization's approach to performance measurement and identify opportunities for improvement.

### ***Lesson 9 – Working with Change***

- Understand the value of managing change in a positive way throughout your organization.
- Recognize the stages of a change process and know how to support your organization through each stage.
- Know how to develop a change plan.
- Understand how to address challenges to change.
- Be able to assess your organization's approach to change and identify opportunities for improvement.

### ***Lesson 10 – Policies***

- Understand what policies are and the important role they play in an organization.
- Understand how policies support a high performing organization.
- Understand the process for developing an effective policy.
- Understand the roles in developing and implementing policies.
- Be able to assess your organization's approach to policies and identify opportunities for improvement.

## **CFNHM 300 – Effective Programs and Services**

### ***Lesson 1 – Cultural Competency: Working with Community***

- Demonstrate an understanding of community culture.
- Understand community culture including values, beliefs, practices, and formal and informal community networks.
- Understand the community's cultural health resources.
- Understand the value of involving the community in improving health.

- Understand the differences between cultural awareness, cultural sensitivity, cultural competence, cultural humility, and cultural safety.

### ***Lesson 2 – Understanding and Engaging Community***

- Understand the value of engaging your community in developing and delivering quality health programming.
- Be able to apply culturally competent practices that encourage community engagement.
- Be able to explain to community and leadership about the value and process of collecting community data.
- Know how to create an engagement plan.
- Be able to develop a range of engagement strategies for various stakeholders, including difficult and “hard to reach” populations.
- Be able to evaluate your engagement strategies to ensure ongoing community buy-in and responsive health programs.

### ***Lesson 3 – Developing Programs and Services***

- Know how to find and use different sources of data (community needs assessments, evaluation results, program data, community health plan, etc.) to determine feasibility and design programs and services.
- Know how to use community assessment data in designing programs and services.
- Know the potential sources of funding for program development.
- Appreciate the value of developing and leveraging a variety of relationships, including partnerships and sponsorships, to improve the development of programs and services.
- Understand the elements of a program framework.

### ***Lesson 4 – Implementing and Evaluating Programs and Services***

- Know the accountabilities, roles, and responsibilities of program and project management.
- Recognize the importance of program plans and priorities.

- Know the value of implementing sound fiscal practices and controls.
- Understand the value of conducting an evaluation, including how to engage consultants if necessary.
- Know the requirements (from funders, community, leadership, etc.) for implementation and evaluation of your programs and services.
- Understand performance indicators: what they are, why they are important, and how to establish them.
- Be able to integrate evaluation results to improve ongoing health programming.

#### ***Lesson 5 – Emergency Planning***

- Be able to identify the different components of an emergency plan.
- Understand the roles and responsibilities in an emergency plan.
- Know how to ensure continuity of care and maintain essential services in the event of an emergency.
- Understand how to maintain positive mental health during an emergency.
- Understand the value of a strong and proactive communications plan as part of an emergency plan.
- Understand how your traditional culture and medicines are represented in your emergency plan.
- Know how to assess your emergency plan.

#### ***Lesson 6 – Continuous Quality Improvement***

- Understand the difference between quality assurance and the concepts of continuous quality improvement.
- Know how to integrate the core components of continuous quality improvement into your community culture.
- Understand the value of standards of excellence and health services accreditation.
- Understand how to identify quality improvement indicators for your health organization.

- Be able to use quality improvement techniques and tools to enhance your planning, programs, and services.

#### ***Lesson 7 – Managing Risk***

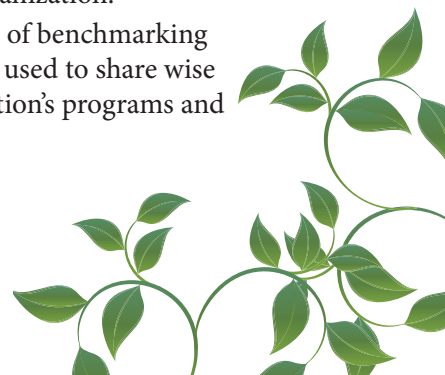
- Understand the principles of risk management.
- Know how to conduct a risk assessment.
- Know how to develop and implement risk mitigation strategies.
- Know how to analyze, manage and learn from patient safety incidents.
- Be aware of policies and processes that promote workplace safety.
- Demonstrate how staff and client security is managed in your organization.
- Recognize the value of complaints and know how to investigate and respond to them.

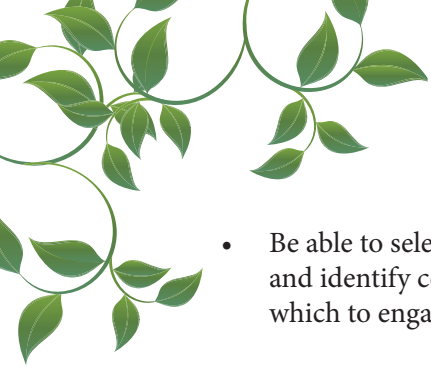
#### ***Lesson 8 – Advocacy and Partnerships***

- Understand the role of advocacy in a health service context.
- Know how to plan, develop, and manage advocacy activities.
- Be able to create collaborative, effective, and professional relationships with community and external organizations.
- Know how to establish and leverage relationships with key partners to ensure relevant and sustainable programs and services.
- Know how to strengthen cultural competency in partnerships.

#### ***Lesson 9 – Innovation and Wise Practices***

- Understand the concept of wise practices and be able to integrate them into your organization's processes.
- Understand the value of innovation and know how to establish an organizational culture that values innovation and creativity.
- Be able to seek innovative approaches and adapt them for your organization.
- Understand the concept of benchmarking and know how it can be used to share wise practices of an organization's programs and services.





- Be able to select components for benchmarking and identify comparative organizations with which to engage.

### ***Lesson 10 – Communicating Organization***

#### ***Progress***

- Understand the role that effective communication plays as part of continuous quality improvement in your health organization.
- Be able to create a communications plan that promotes your programs and services.
- Know and be able to use a number of communication tools.
- Be able to create clear communication messages. from high level overviews to detailed reports.
- Understand the different approaches that are effective with different target audiences.

## **CFNHM 400 – Efficient Organizations**

### ***Lesson 1 – Cultural Competency in your Organization***

- Understand the differences between cultural awareness, cultural sensitivity, cultural competence, cultural humility, and cultural safety.
- Be able to assess cultural competency within your organization.
- Understand how your organization demonstrates cultural competency with clients and staff.
- Understand traditional and contemporary health approaches.
- Ensure there are policies and procedures that support cultural competency in the provision of health services.
- Demonstrate the ability to customize service delivery based on community cultures.

### ***Lesson 2 – Human Resources – Your People***

- Know of practices that enhance your organization's reputation as a workplace of choice.

- Be able to manage a diverse and changing workforce.
- Know how to apply best practices in employee retention and orientation.
- Know the importance and support ongoing professional development for all human resources in your organization.
- Know and be able to employ techniques that motivate employees, including mentoring.
- Understand the value of succession planning to support a sustainable health workforce.
- Be able to conduct effective staff performance appraisals.
- Know the guidelines and the steps in pursuing progressive disciplinary procedures up to and including dismissal.

### ***Lesson 3 – Human Resources – Your Practices***

- Understand relevant legislation related to recruitment, selection, and employee relationships.
- Be able to develop, monitor, update and enforce human resource policies and procedures.
- Know the importance of documentation in human resource management and be able to demonstrate effective record-keeping practices.
- Understand how human resource management relates to strategic planning and strategic management.
- Be able to develop a human resource management plan.
- Be able to develop comprehensive job descriptions.
- Be able to work effectively with unions and other employee advocacy associations.

### ***Lesson 4 – Negotiations and Dispute Resolution***

- Understand the key elements of successful negotiations.
- Know how to effectively negotiate with key stakeholders.
- Understand the difference between negotiation, mediation and arbitration.
- Understand the concept of conflict resolution.



- Identify areas within your organization that would benefit from the implementation of a conflict resolution approach and know how to implement effective practices.
- Develop conflict resolution policies, practices, and tools.

### ***Lesson 5 – Effective Meetings***

- Understand how proper preparation contributes to a successful meeting.
- Understand the role and rights of the meeting Chair and the participants in successfully achieving the meeting objectives.
- Be able to use techniques that keep meetings focused on time and achieving the meeting objectives.
- Be able to integrate a variety of approaches that respond to different learning styles.
- Know the different ways to document meetings and be able to properly record meeting minutes.
- Understand the importance of and the key steps for following up after meetings.
- Be able to evaluate whether the meeting met the objectives and assess your own success in managing the meeting.

### ***Lesson 6 – Financial Management***

- Understand how effective financial management benefits the operations of your health organization and how to use financial and accounting information to guide management decisions, where appropriate.
- Be able to develop a sound and responsible budget.
- Understand the various roles with financial responsibility within your health organization, including health director, program managers, financial director, controller, clerks, etc.
- Know the importance of managing financial risk and be able to implement financial controls.
- Know when and how to respond to unexpected budget variances.

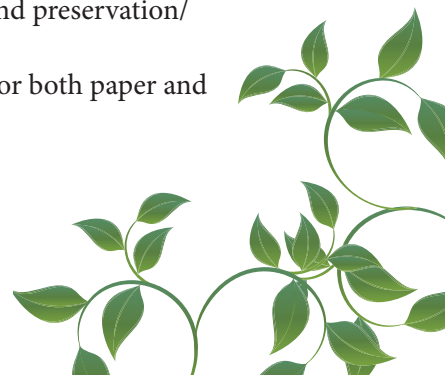
- Know how to interpret basic financial instruments such as income statements, cash flow and balance sheets.

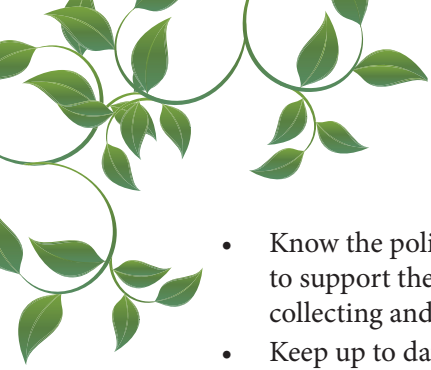
### ***Lesson 7 – Funding Proposals and Reporting***

- Understand who the funders are and what their roles are in the ongoing operations of your health organization.
- Know the key elements of a well-written funding proposal.
- Be able to develop a funding proposal based on specific criteria and requirements.
- Know how to present your program's/project's financial needs through a clear and accurate budget.
- Understand your organization's protocols regarding funding proposals – who needs to be informed, who writes the proposals, who approves them, and who monitors the results.
- Know the financial agreements that your organization manages; from funders and with health providers.
- Understand the importance of adhering to program/project funding requirements.
- Know how to monitor your budget and recognize variances in actual vs. forecasted expenditures.
- Understand what to do if there are problems that affect your accountability during the life of the program/project.
- Be able to prepare a clearly written report on the program/project, including interim and final budget.

### ***Lesson 8 – Information Management and Technology***

- Know and follow the key legislation and legal requirements that relate to access to information, privacy, and confidentiality of client information.
- Develop and regularly review policies for information retention and preservation/destruction of files.
- Develop filing systems for both paper and electronic information.





- Know the policies and practices necessary to support the effective use of technology in collecting and maintaining health information.
- Keep up to date on technological tools and trends related to health care.
- Understand why technology audits are important and know how to use the results in strategic and program planning.
- Be able to develop a technology plan that supports your organization's strategic plan and is based on your budget.
- Integrate relevant technology training as a component of your staff professional development.
- Be able to use technology and data systems to improve your organization's data collection and reporting systems.

#### ***Lesson 9 – Knowledge Management***

- Understand the concepts of knowledge management and how it can improve an organization.
- Understand how technology can be used to support knowledge management.
- Understand wise practices in knowledge management.
- Be able to assess and improve knowledge management activities within your health organization.

#### ***Lesson 10 – General Operations***

- Understand the key legislation related to providing health services, including risk and liability in a health organization and contract law.
- Know the general operations requirements for your health organization facility and ensure they are included in the operations budget.
- Ensure facility capital needs are included in strategic planning (medium- and long-term).
- Understand the fiscal relationship that your First Nation health organization has with your Band and the implications on your ongoing and strategic planning processes.

- Know how your health organization coordinates medically necessary travel and ensure there are policies and procedures in place.

## **CFNHM 500 – The Professional First Nation Health Manager**

### ***Lesson 1 – Cultural Competency in Ourselves***

- Understand the differences between cultural awareness, cultural sensitivity, cultural competence, cultural humility, and cultural safety.
- Be aware of your own cultural values, beliefs, perceptions, and limitations.
- Understand the concept of cultural humility and how to apply it in your work life.
- Understand the different cultures with which you work, including values, beliefs, practices, and formal and informal community networks.
- Understand cultural influences that affect your attitudes, decision-making, and behaviours.
- Be able to apply culturally-appropriate approaches when engaging with others.

### ***Lesson 2 – Professionalism***

- Know the competencies (knowledge, skills, and attitude) required of your position.
- Recognize your current level of professionalism and continuously seek improvements.
- Demonstrate professionalism and high-quality work habits.
- Show that you have integrity and are completely reliable.
- Demonstrate accountability to leadership, staff, and community.
- Know how to network and build relationships effectively, including interacting respectfully with all people including staff, clients, leadership, and stakeholders.
- Create a positive and productive professional working environment.

### ***Lesson 3 – Preparing for the Final Project***

- Understand the importance of the final “knowledge project” in applying your course learnings to your work environment.
- Understand how to conduct effective research.
- Understand the health management competencies required to address complex situations.
- Be aware of a specific gap or need in your organization that you could address through your final project.
- Be able to assess a situation and develop recommendations for improvement.
- Understand how to structure a project outline.
- Be aware of all the project components include objectives, activities, costs, quality considerations, risks, communication, partners, and evaluation.
- Be able to create an effective project plan.
- Be able to develop an effective report that will aid in decision-making.

### ***Lesson 4 – Personal Ethics***

- Understand values and principles for ethical decision-making.
- Understand concepts such as conflict of interest, equal treatment, whistle-blower, political interference, etc.
- Understand the value of transparency in decision-making.
- Be aware of the risks of making decisions based on religious, political, or ideological beliefs.
- Know your responsibilities (legally and culturally) and the considerations for care related to sensitive issues: e.g., end of life, those unable to make decisions, etc.
- Know how to approach an issue or decision with objectivity and understand the long-term implications.
- Be able to model ethical behaviour and communicate this expectation to others in your organization.

### ***Lesson 5 – Continuous Learning***

- Understand the value of being a “lifelong learner” and know how to inspire this in others.
- Be able to conduct competency assessments for yourself and be able to support others.
- Be able to set personal learning goals as part of a continuous learning plan.
- Know your own learning style.
- Know where to access ongoing professional development including courses, hands-on training, coaching, and mentoring to support your continuous learning.
- Demonstrate the ability to integrate experiential and academic learning.
- Be able to show how your continuous learning plans align with and help achieve your career plans.

### ***Lesson 6 – Self Care***

- Understand the principles of self-care and the importance of life balance.
- Know how to promote and encourage self-care for yourself and others.
- Know how to incorporate healthy coping strategies to help deal with stress.
- Understand the signs of stress and know how and when to suggest help.
- Know where to access resources and be able to direct clients and staff on how to access the resources on self-care.

### ***Lesson 7 – Going Forward as a Certified First Nations Health Manager***

- Be able to describe your role as a CFNHM and how you can make a difference.
- Be able to model ethical and professional behaviour.
- Demonstrate commitment to promoting high quality health management within the First Nations health environment.





## **PROFESSIONAL EXAMINATION**

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Upon successful completion of the five courses in the CFNHMP, a candidate member will be eligible to write the professional exam. The purpose of this exam is to ensure that all candidates who receive their professional designation have the necessary knowledge base required as a professional member. The professional examination is comprehensive and integrative and is based on the competency standards. The professional examination is typically offered twice a year in January and September. The professional examination fee is \$400 plus taxes, where applicable.

## **PRACTICAL WORK EXPERIENCE REQUIREMENT**

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The purpose of the practical work experience requirement is to provide FNHMA with a basis for assuring that those admitted to professional membership have the required competencies to act as Certified First Nations Health Managers. Measurement of the practical work experience helps FNHMA determine whether or not candidate members have adequate practical work experience in the application of First Nations health management knowledge and skills.

The practical work experience requirement is two years of full-time practical experience gained in a First Nations health management environment. The experience can be obtained in the private or public sectors of First Nations organizations. Experience in at least 80% of the competency domains is required. Two sponsors are required to sign the Record of Practical Work Experience to verify experience reported. CFNHM sponsors are preferred.

## **CONVOCATION AND MAINTENANCE**

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All new CFNHMs will receive their professional certificate and be recognized at an annual convocation that is held in conjunction with the FNHMA Annual Conference.

In order to maintain your CFNHM designation, membership in good standing with the FNHMA is required, as well as meeting the Maintenance of Certification requirement.

### ***CFNHM designation:***

- ☒ recognizes prior learning and experience;
- ☒ ensures you are up to date on the latest First Nations health management practices;
- ☒ demonstrates your commitment to lifelong learning;
- ☒ is a mark of professionalism; and
- ☒ is becoming the preferred credential for First Nations health management positions, and it provides a competitive edge.

## **MEMBERSHIP**

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### ***FNHMA membership categories:***

**CERTIFIED** - For those individuals that have successfully met the requirements to obtain and maintain the CFNHM designation. (\$300.00 Annual Dues)

**CANDIDATE** - For those working in a variety of First Nations health management areas and looking to become certified. (\$175.00 Annual Dues)

**CORPORATE - Individual Associate** - For individuals that have an interest in First Nations health management and do not fit into other membership categories. (\$175.00 Annual Dues)

**CORPORATE - Associations** - For not-for-profit organizations that support the FNHMA and its mission and are interested in First Nations health issues. (\$300.00 Annual Dues)

**CORPORATE - Business/Government** - For those organizations that support the FNHMA and its mission. (\$1,500.00 Annual Dues)









*First Nations Health Managers Association*  
*Association des gestionnaires de santé des Premières Nations*

**FNHMA**

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