COMMITTED TO HELPING YOU GROW!

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 in place:

- 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
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 of 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 pursing new opportunities. CFNHM's 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

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 CFNHM's are required to participate in ongoing professional development opportunities.
PROFESSIONAL COMPETENCIES

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 First Nations Health Managers 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
BECOMING A CERTIFIED FIRST NATIONS HEALTH MANAGER

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.

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.

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. Effective December 31, 2016, candidate members taking the PLAR path will be required to write the professional examination.
Exemptions

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. Information on these arrangements and approved eligible courses will be posted on the FNHMA website. 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.

The certification process will enhance your knowledge and identify your strengths and weaknesses in First Nations health management. It will also open doors to career opportunities and earn the respect of your colleagues.

The Certified First Nations Health Managers Program consists of five courses. Courses are delivered online and, occasionally, as intensive courses where numbers permit.

Steps to Becoming a CFNHM

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 Nation Health Management Program.
5. Enroll in and complete the required courses in the Certified First Nation Health Management 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

#### BECOME A CANDIDATE MEMBER

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

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete a Competency Self-Assessment</td>
<td>Complete the HMP (Five Courses)</td>
</tr>
<tr>
<td>If eligible, complete the PLAR Portfolio</td>
<td>Complete the Professional Examination</td>
</tr>
<tr>
<td>Obtain approval of your PLAR Portfolio</td>
<td>Meet the two year Practical Work Experience Requirements</td>
</tr>
<tr>
<td>Obtain Two Sponsors &amp; Agree to Ethical Requirements</td>
<td>Obtain Two Sponsors &amp; Agree to Ethical Requirements</td>
</tr>
</tbody>
</table>

CFNHM
On-line Courses

Our on-line courses in the CFNHMP are delivered and offered in the fall, winter or spring/summer session. Each online course is delivered over a 12 week period.

The typical sessions are:

- Spring / Summer - May to August
- Fall - September to December
- Winter – January to April

For exact course dates, fees and listings, visit our website at www.fnhma.ca

Many employers will encourage their employees to enroll in the CFNHMP and assist with the cost of course tuition. Employers will also assist with annual membership dues to FNHMA. Inquiries in regard to educational assistance can be made with Aboriginal Affairs and Northern Development Canada, Health Canada and a number of other federal and provincial departments and agencies promoting and supporting educational activities.

Intensive Courses

Where interest and numbers exist, a course may be delivered in a five day intensive program with pre and post activities. The intensive courses are delivered over a nine week period with a five day on-site session.

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 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 dates, fees and listings, visit our website at www.fnhma.ca
LEARNING OBJECTIVES

CFNHM 100 - Health Issues and Systems

Lesson 1 – History
• understand the history of health in First Nation 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 Nation communities to health and wellness;
• understand the effects of contact and colonialism on First Nation communities;
• understand how the history of First Nation communities is related to current health status; and
• be aware of current First Nation models of healing from historic trauma.

Lesson 2 – Policy
• become knowledgeable about policies in a health context and how these policies are developed and implemented within First Nations organizations;
• understand how policies affect the delivery of services and programs within First Nations health organizations;
• understand how policies within different levels of governments (band council, municipal, provincial and federal) affect the delivery of health services in communities; and
• understand how to influence the policy development process and work better with policy- and decision-makers.

Lesson 3 – Systems and Programs
• 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;
• identify federal, provincial, regional and/or other health programs that relate to the delivery of health care services available on- and off-reserve;
• understand the federal and provincial governments’ processes that influence the transfer of health dollars to organizations and people; and
• understand the different health programs that contribute to creating a healthy community.

Lesson 4 – Determinants
• understand the concept of health determinants and how they are related to health outcomes;
• understand the determinants of health through a First Nation 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;
• develop tools to educate the community on determinants of health and connect this understanding to the medicine wheel; and
• apply determinants when planning, administering and reporting on programs.

Lesson 5 – 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 identify trends in health care across Canada and in First Nations communities; and
• understand how to apply epidemiological evidence in the development of health policies and programs.

Information Guide
Lesson 6 – Health Human Resources
- understand the role of health human resources and how they contribute to a well-functioning health system;
- understand the issues related to recruitment and retention of health care professionals and para-professionals;
- know strategies used to enhance recruitment and retention of health human resources;
- understand the value of health human resources succession planning to support a sustainable health workforce; and
- know the federal and provincial programs and services that are available to individuals seeking health careers within First Nations communities.

Lesson 7 – Communities
- identify components of healthy communities and best practices that foster healthy environments for First Nations Peoples;
- be knowledgeable about trends in community health and healing practices in First Nations communities;
- be familiar with how community health data can be used to understand and respond to the needs of the community;
- understand the governance structures related to community health, including the organization under which the health centre functions and those organizations with whom it works; and
- understand the value of involving the community in improving health, and incorporate practices that encourage community engagement.

Lesson 8 – 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; and
- understand how to support an effective relationship between governance and management.

Lesson 9 – Health Issues
- understand key issues in First Nations health and wellbeing, and why certain health issues continue to persist;
- understand the health issues that relate to specific demographics within First Nations populations;
- know a variety of approaches to dealing with health issues at the individual, household and community levels;
- know about outreach techniques that improve access to health services and better meet the needs of First Nations peoples;
- understand preventative and reactive methods of addressing health issues;
- understand and know how to incorporate traditional medicines and alternative treatments for certain health issues; and
- know how to prioritize health issues to most effectively use the available resources within the community.

Lesson 10 – Future Directions
- understand key concepts of self-determination in a First Nations health context;
- identify promising practices in health care;
- understand the role of the health manager in the changing health landscape;
- know how to establish and leverage relationships with key partners to ensure relevant and sustainable programs and services;
- identify trends and challenges related to new technologies in health; and
- understand the impact of Jordan’s Principle.
CFNHM 200 - Leadership and Strategy

Lesson 1 – Leadership
- recognize the difference between leadership and management;
- understand key leadership characteristics and values;
- discuss different leadership styles;
- discuss the changing role of the leader;
- understand the leaders role in developing strategy and policies;
- recognize leadership challenges and determine solutions; and
- assess your performance as a leader.

Lesson 2 – Problem-Solving and Decision-Making
- understand the basic steps in decision-making and problem-solving;
- know how to identify and evaluate options and alternatives with scenario planning;
- know the components of a business case and its value in a health context in decision-making;
- be able to develop and use a business case for decision-making;
- understand risk and its importance in decision-making; and
- be able to assess problem-solving and decision-making activities, and recommend improvements.

Lesson 3 – Working with People
- understand team-building techniques and the importance of group dynamics;
- understand how to be a team leader or member of a multi-function team, and recognize conflict and resolve it;
- discuss how to improve a situation by increasing involvement and commitment;
- explain how a team approach can be effective;
- understand your role and your relationships with your staff, Chief and Council, members, volunteers, colleagues and consultants; and
- assess your current efforts at working with others and how improvements can be made.

Lesson 4 – Working with Change
- recognize the types of change;
- recognize stages within the change process;
- understand how to facilitate and promote change;
- know how to develop a change plan;
- identify why attempts to change fail;
- discuss resistance and possible responses; and
- assess your own change style and understand how you manage change.

Lesson 5 – Strategy Formulation
- discuss the nature of strategic management and strategy formulation;
- understand the importance of developing and maintaining a strategic management process;
- understand how strategic management can lead to high performance;
- understand critical components of the planning process;
- understand what a high-performance organization is; and
- be able to assess your own or other First Nation organization’s orientation toward strategic management and identify opportunities for improvement.

Lesson 6 – Strategy Implementation
- understand how an operational plan drives strategy implementation;
- understand the critical elements of an operational plan and what information and decision-making support is required;
- understand how performance indicators and policy support strategy implementation;
- understand how to link continuous improvement and benchmarking for best practices to operational plans;
- be able to establish an operational plan to carry out strategy; and
- be able to develop monitoring and reporting practices to support the operational plan.
Lesson 7 – Strategy Evaluation
- understand the connection between strategy formulation, implementation and evaluation;
- understand the importance of evaluating strategy;
- understand processes to support the evaluation of strategy;
- be able to identify what should be evaluated by whom and when; and
- be able to evaluate strategy and know how to report your findings.

Lesson 8 – Accountability
- understand what accountability is and its importance to your organization;
- understand how accountability relates to strategic management;
- know how the different types of accountability relate to your organization;
- understand the elements of accountability and the accountability cycle;
- know the components of accountability; and
- be able to put an accountability program in place.

Lesson 9 – Performance Management
- understand what performance management is and its importance to high performance organizations;
- understand how performance management relates to the measurement of strategic plans, program activities and people;
- know the key processes of performance management;
- know if your organization is ready to establish a performance management framework; and
- be able to establish a performance management framework.

Lesson 10 – Policies
- understand what policies are and their importance to your organization and community;
- understand how policies relate to strategies and the implementation of operational decisions;
- understand how policies support organizational structures;
- understand the process for developing an effective policy and the relationship between policies and procedures;
- understand the origin and importance of federal governmental policy; and
- be able to develop policies and procedures.

CFNHM 300 - Health Management Services I

Lesson 1 – Understanding Community Needs
- understand the value of research and community-identified needs in health planning;
- understand how to apply OCAP and ethical research principles in a community needs assessment context;
- appreciate the importance of understanding a community’s culture and its health resources;
- be able to explain to community and leadership about the value and process of collecting community data;
- know how to conduct a community needs assessment; and
- know how to use community needs assessment data in determining and evaluating strategy, designing programs and services and communications.

Lesson 2 – Program and Services Development
- know how to find and use different sources of data (community needs assessments, evaluation results, program data, community health plan, etc.) to design programs and services;
- understand the need for policies that support new 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; and
- understand the elements of a program framework and know how to develop a program proposal.
Lesson 3 – Program and Project Management

- understand the difference between program management and project management;
- know the accountabilities, roles and responsibilities of program management;
- recognize the importance of program plans and priorities;
- know the value of implementing sound fiscal practices and controls;
- understand how to access, manage and maximize all program resources including people, infrastructure, and funding; and
- be able to develop a project plan and administer projects within health programs.

Lesson 4 – Program and Services Evaluation

- understand the three types of program evaluation and know when each type would be most effectively used;
- know the role of evaluation in the administration and delivery of programs;
- understand performance indicators: what they are, why they are important, and how to establish them;
- know the requirements (from funders, community, leadership, etc.) for evaluation of your programs and services;
- know how to conduct an evaluation, including how to engage evaluation consultants to achieve effective evaluation results;
- be able to integrate evaluation results to improve ongoing health programming; and
- be able to communicate evaluation results to different audiences (funders, community members, leaders, etc.).

Lesson 5 – 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 6 – Risk Management

- 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; and
- recognize the value of complaints and know how to investigate and respond to them.

Lesson 7 – Benchmarking, Best Practices and Innovation

- understand the concept of benchmarking and know how it can be used to measure the effectiveness of an organization’s programs and services;
- be able to select components for benchmarking and identify comparative organizations with which to engage;
- understand the concept of best 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; and
- know how to encourage the adoption of innovation across your organization.
Lesson 8 – Advocacy, Partnerships and Relationships
- understand the role of advocacy in a health service context;
- know how to plan, develop and manage advocacy activities;
- understand and be able to engage in the various inter-jurisdictional relationships in First Nations' health services;
- be able to create collaborative, effective and professional relationships with community and external organizations; and
- know how to identify potential partners and be able to create and maintain beneficial partnerships for the community.

Lesson 9 – Community Engagement
- understand the value of engaging your community in developing and delivering quality health programming;
- know how to gain leadership support for engagement plans;
- be able to develop clear and culturally appropriate materials that effectively engage your target audience;
- be able to develop a range of engagement strategies for various stakeholders;
- be able to engage difficult and ‘hard to reach’ populations;
- know the most effective approaches and channels for disseminating information and gathering feedback;
- be able to evaluate your engagement strategies to ensure ongoing community buy-in and responsive health programming; and
- be able to adapt your programs and services where appropriate, based on community feedback.

Lesson 10 – Program Communications
- understand the role that effective communication plays as part of continuous quality improvement in your health organization;
- be able to create a communications strategy 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;
- know how to select the right communications medium; and
- understand the need to benchmark communication and relationship-building performance.

CFNHM 400 - Health Management Services II

Lesson 1 – Human Resource Management - People
- know 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 of ongoing professional development and how to assess learning requirements for all human resources in your organization;
- know and be able to employ techniques that motivate employees including mentoring;
- be able to conduct effective staff performance evaluations; and
- know the guidelines and the steps in pursuing progressive disciplinary procedures including up to dismissal.

Lesson 2 – Human Resource Management - 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; and
• be able to work effectively with unions and other employee advocacy associations.

Lesson 3 – Meeting Management
• 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; and
• be able to evaluate whether the meeting met the objectives and assess your own success in managing the meeting.

Lesson 4 – Negotiations and Dispute Resolution
• understand the key elements of successful negotiations;
• know how to effectively negotiate with key stakeholders;
• understand the concept of conflict resolution;
• understand the difference between mediation and arbitration;
• identify areas within your organization that would benefit from the implementation of a conflict resolution approach and know how to implement effective practices; and
• develop conflict resolution policies, practices and tools.

Lesson 5 – Financial and Management Accounting
• 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; and
• know how to interpret basic financial instruments such as income statements, cash flow and balance sheets.

Lesson 6 – Funding and Proposals
• understand who the funders are and what their roles are in the ongoing operations of your health organization;
• know how to interpret criteria as outlined in a Request for Proposal or Letter of Intent;
• 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; and
• 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.
Lesson 7 – Funding and Reporting
- know all 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; and
- be able to prepare a clearly written report on the program/project, including interim and final budget.

Lesson 8 – Technology
- know the policies and practices necessary to support the effective use of technology and how to monitor whether there is misuse of technology;
- keep up-to-date on technological tools and trends related to health care;
- understand the need for and how to develop a social media policy;
- understand why technology audits are important and 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; and
- be able to use technology and data systems to improve your organization’s data collection and reporting systems.

Lesson 9 – Information and Knowledge Management
- know the key legislation that relates to access to information, privacy, and health;
- know and follow the legal requirements for ensuring privacy and confidentiality of client information;
- develop and regularly review policies for information retention and preservation/destruction of files;
- ensure that information management protocols are part of the orientation process for new employees;
- develop filing systems for both paper and electronic information;
- understand the concept of knowledge management and how it can improve an organization; and
- be able to establish a knowledge management system 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; and
- ensure that your health organization has an Emergency Plan which is aligned with your community emergency plan.

CFNHM 500 - Professionalism, Ethics and Cultural Awareness

Lesson 1 – Cultures and Communities
- be aware of your own cultural values, beliefs, perceptions and limitations;
- understand community culture including values, beliefs, practices, and formal and informal community networks;
- understand cultural influences that affect decision-making and community behaviours; and
- be able to apply culturally appropriate approaches when engaging your community.
Lesson 2 - Cultures and Health Care
- understand culture within the context of determinants of health;
- understand traditional and contemporary health approaches;
- understand the differences between cultural awareness, cultural sensitivity, cultural competence and cultural safety;
- ensure there are policies and procedures that recognize and support cultural competency in the provision of health services; and
- demonstrate the ability to customize service delivery based on community culture.

Lesson 3 - Professionalism
- recognize one's own assumptions, values and beliefs;
- demonstrate competence and high quality work habits;
- show that you have integrity and are completely reliable;
- be able to interact respectfully with all people including staff, clients, leadership and stakeholders; and
- create a positive and productive working environment.

Lesson 4 - Continuous Learning
- understand the value of being a learning organization and supporting ongoing employee training;
- be able to conduct learning assessments within your organization;
- know how to develop and implement policies and practices that encourage continuous learning;
- support professional development opportunities that maintain a culturally competent practice;
- know where to access resources to support continuous learning; and
- be able to show how your continuous learning plans align with and help achieve your organization's strategic goals.

Lesson 5 – Ethical Considerations
- understand values and principles for ethical decision making;
- understand concepts such as conflict of interest, equal treatment, etc.;
- understand the value of transparency in decision-making;
- be aware of the risks of making decisions based on religious 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.; and
- know how to approach an issue or decision with objectivity and understand the long-term implications.

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;
- understand the signs of stress and know how and when to suggest help; and
- know where to access resources and be able to direct clients and staff on how to access the resources on self-care.

Lesson 7 – Integration of Information and Knowledge Project
- understand how to conduct effective research;
- understand the health management competencies required to address complex integrated situations;
- develop approaches to assess and make recommendations to develop or improve complex integrated situations;
- undertake research to support decision-making around complex integrated situations;
- integrate and incorporate cultural aspects in the decision-making process; and
- be able to develop effective reports to support decision-making for complex integrated situations.
PROFESSIONAL EXAMINATION

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 August. The professional examination fee is $400 plus taxes, where applicable.

PRACTICAL WORK EXPERIENCE REQUIREMENT

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

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 held each year.

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

FNHMA membership categories:

CERTIFIED - For those individuals that have successfully met the requirements to obtain and maintain the CFNHM.

CANDIDATE - For those working in a variety of First Nations health management areas and looking to become certified.

CORPORATE - INDIVIDUAL ASSOCIATE - For individuals that have an interest in First Nations health management and do not fit into other membership categories.

CORPORATE - ASSOCIATIONS - For not-for-profit organizations that support the FNHMA and its mission and are interested in First Nations health issues.

CORPORATE - BUSINESS/GOVERNMENT - For those organizations that support the FNHMA and its mission.

For more information on membership fees contact the First Nations Health Managers Association:

FNHMA
341 Island Road, Unit E, Akwesasne, ON K6H 5R7
(t) 613-599-6070  (f) 613-319-8092  (e) info@fnhma.ca  www.fnhma.ca