



*First Nations*  
HEALTH MANAGERS

GESTIONNAIRES EN SANTÉ DES

*Premières Nations*

# *Competency Framework*



# FIRST NATIONS HEALTH MANAGERS COMPETENCY FRAMEWORK

The First Nations Health Managers Competency Framework has been developed by the First Nations Health Managers Advisory Committee. It describes the competencies, and competency indicators of a First Nations Health Manager in carrying out his/her work in order to assist First Nations Health Managers and their employers in better understanding the complexity of the work. The aim is to provide First Nations communities and organizations with a tool to help improve their awareness of the strengths and challenges of First Nations Health Managers and assist them to focus on developing other competencies in themselves, as well as being able to recognize these qualities in others.

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# 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.*

## DEFINITION OF A FIRST NATIONS HEALTH MANAGER

A First Nations Health Manager is someone who works in a First Nation community or Tribal Council and has the responsibility for the management of health human resources, financial resources and health programs. They might also provide leadership and direction around resource planning, change management, and health and social program delivery, they may also be a manager of a community health facility, addictions treatment centre or health centre and health programs. Titles used to designate a First Nations Health Manager include CEO, Health Director, Health Coordinator, Health Manager, Health and Social Services Director and Executive Director. There are approximately 500 First Nations Health Managers in Canada.

## OBJECTIVE

The objective of this work was to develop a framework that describes the competencies, skills and knowledge of a First Nations Health Manager in carrying out his/her work and to assist First Nations Health Managers and their employers in better understanding the complexity of the work. This draft framework was presented at the First Nations Health Managers Forum in January 2009, and the feedback from the Forum has been incorporated into this document. The aim is to provide First Nations communities and organizations with a tool to help improve their awareness of the strengths and challenges of First Nations Health Managers and assist them to focus on developing other competencies in themselves, as well as being able to recognize these qualities in others.

## HISTORY OF THE FIRST NATIONS HEALTH MANAGERS COMPETENCY PROJECT

The need for a First Nations Health Managers competency framework was identified by the Assembly of First Nations (AFN) and the First Nations and Inuit Health Branch (FNIHB). The AFN and FNIHB jointly decided to establish a First Nations Health Managers Advisory Committee in 2006. The First Nations Health Managers Advisory Committee was comprised of 14 First Nations Health Managers representing all regions. Members were identified by First Nations and Inuit Health (FNIH) regional offices and the National First Nations Health Technicians Network.

In 2007 a situational analysis and needs assessment was conducted by the First Nations Centre of the National Aboriginal Health Organization (NAHO) to gain a greater understanding of the role, experiences and learning needs of First Nations Health Managers across Canada. Based on this research, draft competency domains were developed and presented to over 300 First Nations Health Managers at a First Nations Health Managers Forum in March 2008 for feedback and review.

Based on the positive feedback from First Nations Health Managers, and their support for further development of the competency framework, the First Nations Health Managers Advisory Committee identified the requirement to further define the domains, describe the competencies within each domain and identify how the skills and knowledge of each competency would be demonstrated by a First Nations Health Manager. A literature review of a number of health













































