



First Nations Health Managers Association

Association des gestionnaires de santé des Premières Nations

Prior Learning and Assessment Recognition Program

Portfolio Assessment: Supporting Evidence Grid

Candidate Member Number:

Applicant Name and Contact Information:

Date of Submission:

Portfolio Assessment: Supporting Evidence Grid

First Nations Health Manager Competency Standards

Supporting Evidence (Reference attachments, if necessary)

Domain 1: Leadership & Governance	
<p>1.1 Leadership: 1.1.1. Knowledge and abilities in leadership based on values and a shared vision in planning and implementing programs and policies.</p> <ul style="list-style-type: none">i) Applies the mission and priorities of the organization into regular practice.ii) Facilitates others to establish a common vision, goals and outcomes, and develops strategies to achieve them.iii) Establishes goals, deliverables, time lines and budgets.	
<p>1.2 Team work: 1.2.1. Knowledge and abilities to facilitate and employ a team approach within the community-based organization.</p> <ul style="list-style-type: none">i) Demonstrates trust-building communication with team members.ii) Resolves conflict in the organization using interest based conflict resolution and mediation techniques.iii) Motivates and inspires staff to achieve work potential.iv) Uses group decision-making methods to promote teamwork.v) Conducts quality reviews of team projects and guides the team through them.vi) Obtains constructive feedback from and provides feedback to the team.	

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<p><i>1.3 Capacity building:</i> 1.3.1. The ability to build capacity within the organization and the community.</p> <ul style="list-style-type: none">i) Develops and maintains organizational performance standards.ii) Builds constructive and supportive networks and relationships.iii) Maintains awareness of new information related to job.iv) Gathers and analyses client feedback to inform organizational development.v) Shares knowledge, tools and expertise to contribute to capacity building.vi) Utilizes negotiation skills in health care delivery.	
<p><i>1.4 Managing Change:</i> 1.4.1. The ability to guide and manage change, consistent with the vision and values of the organization.</p> <ul style="list-style-type: none">i) Implements and sustains positive change.ii) Leads staff through stressful or unusual situations and maintains positive morale.iii) Empowers staff to undertake their own problem-solving and organizational improvements.	

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<p>Domain 2: Professionalism</p>	
<p>2.1 Application of Seven Teachings : 2.1.1. Knowledge and awareness of self and others to perpetuate the Seven Teachings in the work place. i) Identifies, acknowledges and analyses own emotional responses to the histories and contemporary environments of First Nations peoples and offers opinions respectfully.</p>	
<p>2.2. Health services and management information: 2.2.1. The ability to stay current on, and incorporate new health services and management information to ensure quality services are provided to the community. i) Engages in dialogue and relationship building with First Nations peoples to improve health through increased awareness and insights of First Nations cultures, and health practices. ii) Describes examples of ways to respectfully engage with and give back to First Nations communities. iii) Acknowledges and analyses the limitations of one’s own knowledge and perspectives, and incorporates new ways of seeing, valuing and understanding with regard to First Nations health practice. iv) Provides an orientation of the health programs to new leaders and community members when needed.</p>	

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<p><i>2.3 Community health programs and ethics:</i> 2.3.1. The ability to ensure community health programs and services are founded on a code of ethics.</p> <ul style="list-style-type: none">i) Develops and applies codes of conduct and ethics in the workplace.	

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<p data-bbox="163 212 936 245">Domain 3: Advocacy, Partnerships & Relationships</p> <p data-bbox="163 329 905 362">3.1 Collaboration for First Nations health care delivery:</p> <p data-bbox="163 367 957 467">3.1.1. Knowledge and abilities to collaborate with both health care professionals and para-professionals in the provision of effective First Nations health care delivery.</p> <ul data-bbox="212 475 978 727" style="list-style-type: none"><li data-bbox="212 475 978 613">i) Identifies and builds effective partnerships with a variety of First Nations, non-governmental and governmental agencies to achieve mutual benefits in addressing health issues.<li data-bbox="212 621 978 727">ii) Utilizes a variety of public relations and communications skills such as presentations, negotiation, mediation, and collaboration to achieve organizational goals.	
<p data-bbox="163 951 705 984">3.2 Creation of sustainable partnerships:</p> <p data-bbox="163 989 984 1057">3.2.1. Knowledge and abilities to use skills to create and sustain partnerships.</p> <ul data-bbox="212 1065 995 1235" style="list-style-type: none"><li data-bbox="212 1065 995 1166">i) Integrates community-approved traditional health practices and resource people in addition to other health professionals.<li data-bbox="212 1174 995 1235">ii) Demonstrates an understanding of the inter-jurisdictional relationships in health service delivery.	

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<p>3.3 Healthy public policy and service advocacy: 3.3.1. Knowledge and abilities to advocate for healthy public policy and services that promote, protect and enhance the health and well-being of individuals and communities.</p> <ul style="list-style-type: none">i) Recognizes and participates on selected committees that can improve community-based health services.ii) Advocates for healthy public policies and services that promote and protect the health and well-being of individuals and communities.iii) Recognizes the political supports available and knows when to utilize them.	
<p>3.4 Motivation and mobilization: 3.4.1. Knowledge and ability to appropriately motivate and mobilize individuals, community and partners.</p> <ul style="list-style-type: none">i) Advocates for positions in facilities, like hospitals, that can liaise and share cultural aspects with hospital staff, First Nation patient navigators and portfolio holders.	

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<p data-bbox="151 214 1016 282">Domain 4: Human Resource Management</p> <p data-bbox="151 328 1016 360">4.1 Human resource assessment:</p> <p data-bbox="151 367 1016 431">4.1.1. The ability to assess human resource needs of the community-based health organization.</p> <ul data-bbox="214 438 1016 542" style="list-style-type: none">i) Establishes a communication and feedback system that keeps everyone informed while maintaining confidentiality where appropriate.	
<p data-bbox="151 841 1016 873">4.2 Human resource management:</p> <p data-bbox="151 880 1016 945">4.2.1. The ability to strategize and create human resource management plans.</p> <ul data-bbox="214 951 1016 1127" style="list-style-type: none">i) Organizes and divides workload and tasks.ii) Develops human resource management plans.iii) Develops an organizational wellness plan.iv) Develops, updates and enforces personnel policies and procedures.	

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<p>4.3 Human resource recruitment and selection:</p> <p>4.3.1. The ability to recruit and select qualified employees.</p> <ul style="list-style-type: none">i) Maintains awareness of Canada Labour Code, human rights and privacy legislation, and scopes of practice.ii) Encourages First Nations people to seek health careers.	
<p>4.4 Training and supervision:</p> <p>4.4.1. The ability to train and supervise staff and boards to achieve organizational goals.</p> <ul style="list-style-type: none">i) Allocates time and financial resources to training and development opportunities for self and employees.ii) Conducts performance appraisals of staff at least annually.iii) Applies disciplinary procedures for staff infractions as needed.iv) Ensures orientation to the organization and its partners.	

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Supporting Evidence (Reference attachments, if necessary)

4.5 Mentoring and coaching:

4.5.1. Knowledge and abilities to mentor and coach his or her staff to promote professional development.

- i) Provides guidance and coaches employees to achieve or surpass performance standards.
- ii) Facilitates staff to participate in decision-making.

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<p>Domain 5: Financial Management & Accountability</p> <p>5.1 Generally Accepted Accounting Principles: 5.1.1. Knowledge and abilities in following and implementing Generally Accepted Accounting Principles.</p> <ul style="list-style-type: none"> i) Develops budgets using a structured budget preparation process. ii) Identifies who should be involved in budget development. iii) Demonstrates understanding of funding arrangements and categories. iv) Maintains awareness of the accounting system used by the community. v) Monitors and manages contracts. 	
<p>5.2 Financial management of health programs and services : 5.2.1. Knowledge and abilities to ensure efficient and effective financial management of health programs and services.</p> <ul style="list-style-type: none"> i) Adheres to expenditure limitations for each program funding component received from the government and other sources. ii) Monitors financial statements and compares to budget. iii) Takes appropriate action to deal with unexpected variances so budget is balanced at year end. iv) Develops and implements procedures to record transactions. 	

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5.3 Planning, reporting and decision making:

5.3.1. Knowledge and abilities in planning, reporting and decision-making in a transparent manner in alignment with organizational objectives to relevant stakeholders.

- i) Understands and uses the income statements, balance sheets and changes in financial position statements for decision-making and future planning.
- ii) Communicates budget monitoring information and can defend rationale for budget items to interested parties and the governing authority.
- iii) Compares budget and actual expenditures and makes the required program adjustments.

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<p data-bbox="149 212 1016 284">Domain 6: Health Service Delivery</p> <p data-bbox="149 329 1016 362">6.1 Assessment of current health topics of concern (or areas):</p> <p data-bbox="149 367 1016 472">6.1.1. Knowledge and abilities to assess current health topics of concern (or areas) using a First Nations ‘<i>determinants of health</i>’ approach.</p> <ul data-bbox="212 477 1016 873" style="list-style-type: none"><li data-bbox="212 477 1016 654">i) Plans strategically to achieve improved population health based on relevant social determinants of health and knowledge of concepts such as health status of populations, inequities in health, health promotion and protection, and disease and injury prevention.<li data-bbox="212 659 1016 800">ii) Engages First Nations populations as partners to identify and acquire information on health issues and needs; incorporating concepts of community development and ownership.<li data-bbox="212 805 1016 873">iii) Understands the factors that influence the delivery and use of health services utilized by First Nations.	

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<p>6.2 Use of evidence and research: 6.2.1. Knowledge and abilities to use evidence and research to influence health policies and programs on a local, regional and national level.</p> <ul style="list-style-type: none">i) Incorporates communicable disease control, surveillance, and risk management approaches related to health service delivery.ii) Uses research to inform health policies and programs; while recognizing the strengths and limitations of available data used as key indicators of Canadian First Nations health.iii) Incorporates into organizational policies and applies relevant provincial, federal and First Nation legislation relating to privacy and access to information, health, and the environment.	
<p>6.3 Application of concepts: 6.3.1. Knowledge and abilities to apply leading concepts relating to First Nations health care delivery.</p> <ul style="list-style-type: none">i) Applies the components and concepts of primary care and public health.ii) Describes successful approaches that have been implemented to improve the health of First Nations peoples, locally, regionally or nationally.	

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<p>6.4 Integration of First Nations perspectives: 6.4.1. Knowledge and abilities to recognize, value and incorporate First Nations perspectives in health services development and delivery.</p> <ul style="list-style-type: none">i) Demonstrates knowledge about the history, structure and interaction of health care services at local, provincial /territorial and national levels.ii) Demonstrates knowledge about the history, structure and interaction of public health and health care services at local, provincial/territorial, national, and international levels.iii) Coordinates and prepares a Community Health Plan based on community needs, priorities and core program activities.iv) Identifies and utilizes First Nations community support structures in health care provision.	
<p>6.5 Developing, implementing and evaluating health emergency responses: 6.5.1. Knowledge and abilities to actively participate in the developing, implementing and evaluating of responses to health emergencies.</p> <ul style="list-style-type: none">i) Creates or participates in multi-disciplinary teams delivering health services.ii) Informs clients of the health programs available and reasons for provision or non-provision.	

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<p>Domain 7: Quality Improvement & Assurance</p> <p>7.1 Continuous quality improvement: 7.1.1. Knowledge and abilities of the key elements and processes of continuous quality improvement.</p> <ul style="list-style-type: none"> i) Implements quality improvement processes within and between programs. ii) Guides the team through quality reviews. iii) Assigns roles and responsibilities for staff and contractors based on assessments of their strengths and limitations. iv) Describes quality improvement and assurance plans to clients, staff, partners and the community. v) Strives for excellence in the delivery of health programs and services. 	
<p>7.2 Risk management and mitigation: 7.2.1. Knowledge and abilities to identify, manage and/or mitigate risks.</p> <ul style="list-style-type: none"> i) Identifies risks to program success and develops plans to mitigate. ii) Ensures each program has processes in place for consent for care; including adults, children, and vulnerable community members. iii) Creates and implements policies and processes that promote client safety. iv) Receives client complaints, coordinates the follow up investigation, and responds appropriately according to policy. v) Fosters and employs a healthy work environment 	

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7.3 Application of relevant pieces of legislation:

7.3.1. Knowledge and abilities in the application of relevant provincial, federal and First Nation legislation and its impact on programming and services.

- i) Communicates to client and their families their rights, responsibilities and roles.

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<p>Domain 8: Planning</p> <p><i>8.1 Strategic and operational planning:</i> 8.1.1. Knowledge and abilities in strategic and operational planning.</p> <ul style="list-style-type: none"> i) Develops processes for long and shorter term organizational and community health planning. ii) Incorporates and integrates key components of strategic planning such as vision and mission statement development, SWOT analysis, issue identification, strategy development, implementation and innovation. iii) Facilitates strategic, operational and program planning with staff. iv) Links individual workplans and staff performance to strategic plans. v) Involves staff and relevant community members in strategic planning process. vi) Develops and implements strategic and operational plans. vii) Communicates the plan and its progress to relevant stakeholders, including the community. 	
<p><i>8.2 Collection, analysis and application of data and information:</i> 8.2.1. Knowledge and abilities to gather, analyze and apply research principles and information.</p> <ul style="list-style-type: none"> i) Undertakes community assessments and asset mapping. ii) Collects, analyzes and applies information including data, concepts and theories. iii) Makes evidence-based decisions. 	

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Supporting Evidence (Reference attachments, if necessary)

- 8.3 Program development, implementation and evaluation:**
8.3.1. Knowledge and abilities in program development, implementation and evaluation, maximizing available resources and based on plans.
- i) Develops desired outcomes or goals and performance indicators.
 - ii) Prepares reports that align with plans.
 - iii) Conducts program and plan reviews and makes recommendations for policy and program development; and updates/revises strategic plan as necessary.

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<p>Domain 9: Communication</p> <p><i>9.1 Communications activities performance:</i> 9.1.1. Knowledge and abilities to perform a range of communications activities with individuals, families, groups, communities, staff, colleagues, and internal and external programs and organizations.</p> <ul style="list-style-type: none"> i) Selects appropriate methods for communication topics and audiences. ii) Prepares and makes presentations to Health Committee, Board and/or Chief and Council and organizations internal to and outside of the community. iii) Facilitates meetings and information sharing activities. iv) Writes concise, well organized reports for stakeholders (program, annual, funders). 	
<p><i>9.2 Communications strategy implementation:</i> 9.2.1. Knowledge and abilities to implement a communications strategy within their community.</p> <ul style="list-style-type: none"> i) Initiates working relationships and communicates with organizations within and outside of the community that can support and complement the health organization. ii) Listens and addresses concerns and issues expressed by the staff, community members and other key stakeholders (document if required). iii) Translates complex health care issues to community members in the language appropriate to the First Nation community. iv) Prepares communication documents and chooses an appropriate medium. 	

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9.3 Computers, software and reporting systems:

9.3.1. Knowledge and abilities to work with computers and necessary software applications and reporting systems to manage, monitor and report on their program data.

- i) Maintains confidentiality and privacy principles where appropriate as it relates to communications, data entry and storage, and records/document management.
- ii) Develops and enforces appropriate information storage and management systems and polices.
- iii) Keeps current on technological tools.

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<p>Domain 10: Cultural Awareness</p> <p><i>10.1 Traditional community role of decision-making:</i> 10.1.1. Knowledge and abilities as they understand the traditional and community role of decision-making at the individual, family, and community levels.</p> <ul style="list-style-type: none"> i) Utilizes understanding of community and family histories and decision-making to respectfully engage in health planning and providing health services. ii) Knows the protocols with respect to approaching the Chief and Elders. 	
<p><i>10.2 Knowledge integration:</i> 10.2.1. Knowledge and abilities to understand the limitations of one’s own knowledge and accepts and incorporates new ways of respecting and understanding with regard to First Nations health practice.</p> <ul style="list-style-type: none"> i) Incorporates traditional approaches and protocols as instructed by community (i.e. Elder and traditional healer involvement). ii) Addresses population diversity when planning, implementing, adapting and evaluating First Nations health programs and policies. iii) Knows the protocol for healing processes and related activities. iv) Demonstrates how to appropriately enquire whether a First Nations patient is taking traditional herbs or medicines to treat his or her ailment and how to integrate that knowledge into his or her care. 	

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<p>10.3 Application of Seven Teachings: 10.3.1. Knowledge and understanding in interacting with First Nations health care workers and communities by applying the Seven Teachings of trust, respect, honour, honesty, humility, courage and truth.</p> <ul style="list-style-type: none">i) Establishes a positive therapeutic relationship with First Nations patients and their families, characterized by understanding, trust, respect, honesty and empathy.ii) Identifies the centrality of communication in the provision of culturally-safe care, and engages in culturally-safe communication with First Nations patients, families and communities.	
<p>10.4. Cultural integration in health care: 10.4.1. The ability to ensure that culture is an integral part of health care.</p> <ul style="list-style-type: none">i) Ensures cultural safety for patients and families is applied in policy and practice.ii) Applies and respects culturally-relevant and appropriate approaches with people from diverse cultural, socio-economic and educational backgrounds, and persons of all ages, genders, health status, sexual orientations and abilities.iii) Describes types of First Nations healers/traditional medicine people and health care professionals working in local First Nations communities and how they are viewed in the community.	