



First Nations Health Managers Association

Association des gestionnaires de santé des Premières Nations

***The First Nations Health Manager Competency Framework
Self-Assessment Tool***

Are you on the path to certification?



First Nations Health Manager Competency Framework Self-Assessment Tool

By reviewing your situation to the First Nations Health Manager Competency Framework you are measuring yourself against a standard of excellence for the best health managers.

The First Nations Health Managers Competency Framework has identified professional and cultural competencies that have been identified by First Nations Health Managers, themselves as essential. These competencies are the knowledge and skills which have been identified as critical for a health manager to provide efficient and effective health management to organizations and communities.

The knowledge and skills reflect the First Nations culture and environment and the challenges which face health managers. The competencies have been grouped into 10 core domains of knowledge and skills with a listing of performance indicators. The competencies reflect the health managers' role and responsibilities in an interactive cultural environment and requirement to maintain broad based knowledge and skills. While the competencies are not mandatory in practice, they are useful in a variety of ways:

- conducting self-assessments to identify areas requiring professional development
- in recruitment and selection
- in performance management and evaluation
- serving as a basis for the development of curriculum for the First Nations Health Management courses
- preparing Prior Learning Assessment and Recognition documentation
- measuring work experience for certification
- professional examination for certification

The competencies are general and therefore pertinent to all types of First Nations health management positions and organizations.

The objective of this self-evaluation tool is to provide you with an opportunity to assess your current knowledge and skills to determine your development needs and measure your progress towards becoming a professional First Nations Health Manager.

Instructions on how to use the FNHM Self-Assessment tool:

- Review the rating system.
- For each of the items listed, put an [√] in the column that corresponds the most to your knowledge and abilities as a health manager.
- Note the items with a [√] in the Needs Improvement or Unacceptable column and record them in the applicable area of the My Competency Development Action Plan (CDAP; see Appendix 1).

- For each item listed in the My Competency Development Action Plan complete the required documentation. This information will help you take the results from your self-assessment and focus your future development needs.
- Individuals with minimal ‘Needs Improvement’ or ‘Unacceptable’ ratings should consider using the Prior Learning Assessment and Recognition process to pursue certification.

RATING SYSTEM

Excellent: You are performing in this area at a consistently superior level. This is one of your major strengths.

Satisfactory: Your performance is effective and occasionally you perform at a superior level.

Needs Improvement: You sometimes perform well and on occasion fall below the standards expected. You require some development and change in order to improve performance to a consistent effective level.

Unacceptable: You require substantial development and change for this item in order to function effectively.

Unable to Rate: You have not engaged in this activity.

You may also want to consider having your mentor or supervisor complete the assessment and provide an assessment of their perspective on your competencies, then meet with them and discuss the differences.

E = Excellent S = Satisfactory NI = Needs Improvement U = Unacceptable UR = Unable to Rate					
Domain 1: Leadership & Governance					
<i>1.1 Leadership:</i>					
1.1.1. Knowledge and abilities in leadership based on values and a shared vision in planning and implementing programs and policies.					
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.					
<i>1.2 Team work:</i>					
1.2.1. Knowledge and abilities to facilitate and employ a team approach within the community-based organization.					
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.					
<i>1.3 Capacity building:</i>					
1.3.1. The ability to build capacity within the organization and the community.					
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.					
<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.					
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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Domain 2: Professionalism	<i>E</i>	<i>S</i>	<i>NI</i>	<i>U</i>	<i>UR</i>
<i>2.1 Application of Seven Teachings :</i> 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.					
<i>2.2. Health services and management information:</i> 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.					
<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.					
i) Develops and applies codes of conduct and ethics in the workplace.					

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Domain 3: Advocacy, Partnerships & Relationships					
	<i>E</i>	<i>S</i>	<i>NI</i>	<i>U</i>	<i>UR</i>
3.1 Collaboration for First Nations health care delivery:					
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.					
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.					
ii) Utilizes a variety of public relations and communications skills such as presentations, negotiation, mediation, and collaboration to achieve organizational goals.					
3.2 Creation of sustainable partnerships:					
3.2.1. Knowledge and abilities to use skills to create and sustain partnerships.					
i) Integrates community-approved traditional health practices and resource people in addition to other health professionals.					
ii) Demonstrates an understanding of the inter-jurisdictional relationships in health service delivery.					
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.					
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.					
3.4 Motivation and mobilization:					
3.4.1. Knowledge and ability to appropriately motivate and mobilize individuals, community and partners.					
i) Advocates for positions in facilities, like hospitals, that can liaise and share cultural aspects with hospital staff, First Nations patient navigators and portfolio holders.					

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Domain 4: Human Resource Management	<i>E</i>	<i>S</i>	<i>NI</i>	<i>U</i>	<i>UR</i>
4.1 Human resource assessment: 4.1.1. The ability to assess human resource needs of the community-based health organization.					
i) Establishes a communication and feedback system that keeps everyone informed while maintaining confidentiality where appropriate.					
4.2 Human resource management: 4.2.1. The ability to strategize and create human resource management plans.					
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.					
4.3 Human resource recruitment and selection: 4.3.1. The ability to recruit and select qualified employees.					
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.					
4.4 Training and supervision: 4.4.1. The ability to train and supervise staff and boards to achieve organizational goals.					
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.					
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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Domain 5: Financial Management & Accountability	<i>E</i>	<i>S</i>	<i>NI</i>	<i>U</i>	<i>UR</i>
5.1 Generally Accepted Accounting Principles:					
5.1.1. Knowledge and abilities in following and implementing Generally Accepted Accounting Principles.					
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.					
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.					
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.					
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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Domain 6: Health Service Delivery					
	<i>E</i>	<i>S</i>	<i>NI</i>	<i>U</i>	<i>UR</i>
6.1 Assessment of current health topics of concern (or areas):					
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.					
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.					
ii) Engages First Nations populations as partners to identify and acquire information on health issues and needs; incorporating concepts of community development and ownership.					
iii) Understands the factors that influence the delivery and use of health services utilized by First Nations.					
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.					
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.					
6.3 Application of concepts:					
6.3.1. Knowledge and abilities to apply leading concepts relating to First Nations health care delivery.					
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.					
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.					
i) Demonstrates knowledge about the history, structure and interaction of health care services at local, provincial /territorial and national levels.					

	<u>E</u>	<u>S</u>	<u>NI</u>	<u>U</u>	<u>UR</u>
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.					
<i>6.5 Developing, implementing and evaluating health emergency responses:</i>					
6.5.1. Knowledge and abilities to actively participate in the developing, implementing and evaluating of responses to health emergencies.					
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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Domain 7: Quality Improvement & Assurance	<i>E</i>	<i>S</i>	<i>NI</i>	<i>U</i>	<i>UR</i>
<i>7.1 Continuous quality improvement:</i>					
7.1.1. Knowledge and abilities of the key elements and processes of continuous quality improvement.					
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.					
<i>7.2 Risk management and mitigation:</i>					
7.2.1. Knowledge and abilities to identify, manage and/or mitigate risks.					
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.					
<i>7.3 Application of relevant pieces of legislation:</i>					
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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Domain 8: Planning					
8.1 Strategic and operational planning:					
8.1.1. Knowledge and abilities in strategic and operational planning.					
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.					
8.2 Collection, analysis and application of data and information:					
8.2.1. Knowledge and abilities to gather, analyze and apply research principles and information.					
i) Undertakes community assessments and asset mapping.					
ii) Collects, analyzes and applies information including data, concepts and theories.					
iii) Makes evidence-based decisions.					
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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Domain 9: Communication	<i>E</i>	<i>S</i>	<i>NI</i>	<i>U</i>	<i>UR</i>
9.1 Communications activities performance:					
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.					
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).					
9.2 Communications strategy implementation:					
9.2.1. Knowledge and abilities to implement a communications strategy within their community.					
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.					
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.					

	<u>E</u>	<u>S</u>	<u>NI</u>	<u>U</u>	<u>UR</u>
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.					

Your score card:

- For each domain, tally the number of check marks [√] for each of the ratings that correspond closest to your knowledge, skills and abilities in the ten core competencies and sub-component areas identified as critical for a health manager.
- Once you have tallied the check marks in each domain, note the items with a [√] in the ‘Needs Improvement’ or ‘Unacceptable’ columns and record them in the applicable area of the CDAP (see Appendix 1). For each item listed in the CDAP, complete the required documentation. This information will help you take the results from your self-assessment and focus your future professional development needs.
- Individuals with minimal ‘Needs Improvement’ or ‘Unacceptable’ ratings should consider using the Prior Learning Assessment and Recognition process to pursue certification as a First Nations Health Manager.

Domain	E	S	NI	U	UR
Domain 1: Leadership & Governance					
Domain 2: Professionalism					
Domain 3: Advocacy, Partnerships & Relationships					
Domain 4: Human Resource Management					
Domain 5: Financial Management & Accountability					
Domain 6: Health Service Delivery					
Domain 7: Quality Improvement & Assurance					
Domain 8: Planning					
Domain 9: Communication					
Domain 10: Cultural Awareness					
TOTAL					

What your score means:

- 1) **If you have more than seven years as a health manager and less than three ‘Needs Improvement’ or ‘Unacceptable’ ratings in any domain:** Congratulations! You may be eligible to take the Prior Learning Assessment and Recognition (PLAR) path to certification as a First Nations Health Manager. Please contact a representative from the FNHMA for more information about PLAR and certification opportunities based on the number of years experience you may have acquired and the knowledge you have gained over time. The FNHMA can help facilitate this process and help you reach this standard of excellence in health management (see contact information below).
- 2) **If you have more than three ‘Needs Improvement’ or ‘Unacceptable’ ratings in any domain:** Since you have scored more than three ‘NI’ or ‘U’ ratings in some domains, determine the domain that has the most check marks in either the ‘NI’ or ‘U’ categories to further assess which areas require immediate attention. Please note that the FNHMA is developing information, professional development opportunities and certification courses to help First Nation Health Managers enhance and improve their knowledge and abilities in the competencies listed above in this Self-evaluation tool. Please contact a representative from the FNHMA for more information (see contact information below).

If you have any questions or comments about the FNHMA’s self-evaluation tool or, if you would like more information on the next steps to your professional development, please contact:

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For more information about the FNHMA, please visit our website at www.fnhma.ca

Appendix 1: My Competency Development Action Plan

Indicators Requiring Improvement	What needs to occur?	When does this occur?	What resources are required?	How will I measure success?

I will hold myself accountable by:

I am committed to making this plan work

_____ Signature

_____ Date