



“Career Pathing for Northern First Nations’ Employees”

Northern Inter-Tribal Health Authority (NITHA)

Presentation Team

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Ottawa - March 18, 2008

NITHA's "Career Pathing for Northern First Nations' Health Employees"

- Overview of NITHA
- SAHO Provincial Career Pathing Project
- NITHA's Career Pathing Project
- What is Career Pathing?
- NITHA Career Pathing Activities
 - 3rd & 2nd level readiness
 - PBCN 2nd & 1st level readiness & implementation
 - MLTC 2nd level readiness
 - PAGC & LLRIB 2nd level readiness
 - Career Maps & Human Resource Models
- What is Unique about the NITHA Project?
- How is the Project Accomplishing its Goals?



Overview of Northern Inter-Tribal Health Authority

Northern Inter-Tribal Health Authority

- A Partnership of Northern Saskatchewan First Nations organizations & communities
- Delivering third level health services
- Directed by First Nations to meet needs identified by the partners



Northern Inter-Tribal Health Authority

- Focused on planning & developing capacity to direct health services in line with partners' priorities.
- A first of its kind nationally
- Established in 1996;
 - incorporated May 8, 1998
 - 2001 signed 3-year demonstration agreement with Health Canada
 - 2004 signed 2-year transfer agreement with Health Canada
 - 2006 renewed 5-year agreement.

Northern Inter-Tribal Health Authority



A partnership comprised of

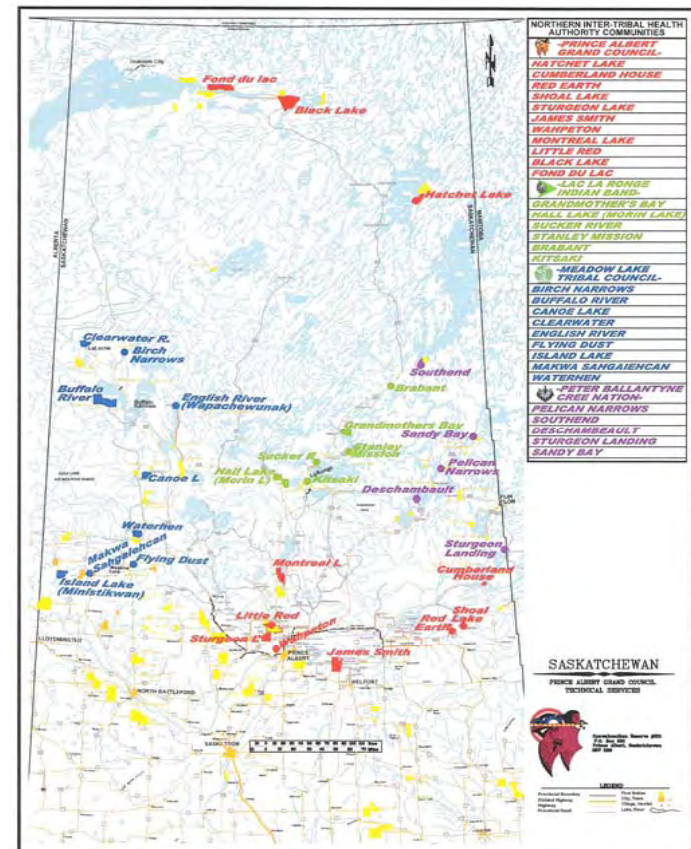
- Prince Albert Grand Council (PAGC)
- Meadow Lake Tribal Council (MLTC)
- Peter Ballantyne Cree Nation (PBCN)
- Lac La Ronge Indian Band (LLRIB)



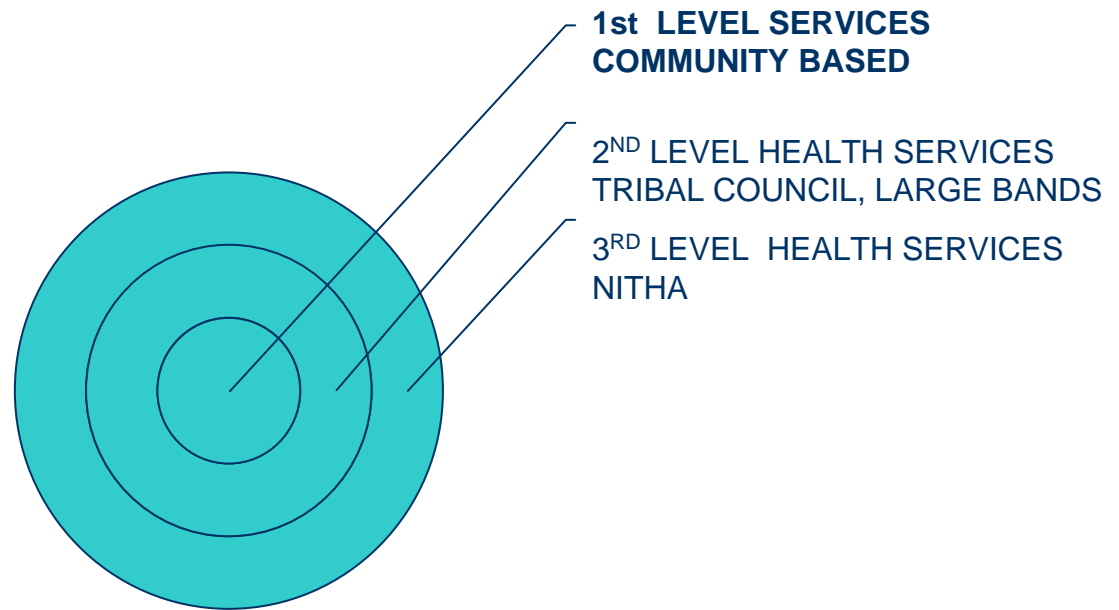
NITHA Partnership Communities

The partners deliver community based health services over a **geographic area of 11,000 sq km** for **over 50%** of the SK First Nations on-reserve population:

- PAGC - 12 First Nations
- MLTC - 9 First Nations
- LLRIB - 7 First Nations
- PBCN - 7 First Nations



Levels of Health Services



NITHA Partnership Levels of Services

First level

- community-based, mandatory treatment & prevention-education
- provided by medical & community health professionals in health clinics

Second level

- coordination, management & supervisory support
- usually centralized to band council or tribal council

Third level

- specialized & technical support and consultative services
- regionally based & provided to 2nd level service providers

NITHA Mission

The mission is to:

- Provide professional support, advice & guidance to its partners.
- Enable the partners to better meet the health needs of their communities.
- Accomplished under the direction of the partners & through:
 - Research & knowledge translation - data collection
 - proposal development
 - information sharing
 - training & capacity development
 - sound two-way communication
 - policy review
 - standards development



SAHO Career Pathing Project

Saskatchewan Association of Health Organizations - SAHO

- A provincial Non-Profit, Non-Government organization consisting of 150 members including:
 - 12 regional health authorities
 - affiliated organizations
 - professional associations and
 - other health related groups including First Nations Health organizations



SAHO Retention, Recruitment & Succession Initiative – Aboriginal Employment Development

SAHO entered into *co-partnership arrangements* with employers, unions, associations, education and training institutions, government, Aboriginal organizations to collaborate in...

“identifying, developing and implementing strategies that address the broad training and employment needs for the health sector with a focus on Aboriginal employment initiatives and the development of a representative workforce!”

SAHO Career Pathing Project

- Established a broad and comprehensive human resource model incorporating leading-edge initiatives such as:
 - The Recognition of Prior Learning (PLAR),
 - Career Portfolios based on a w/holistic career planning model,
 - Mentorship and other supports.

“Ground-breaking....Pioneering a new Career Development Model ”

SAHO Career Pathing Project

Goals

- Develop an innovative & flexible **sector-wide career pathing model**
- To begin the process of **effective systemic change** in the labour force
- Establish an **“inclusive”** approach to **sustainable human resource planning**
- Priority focus on **Aboriginal employees** in entry level positions
- Supporting **professional development & career planning** to match ‘skills with real opportunities’

SAHO Career Pathing Project

Project will in collaborative partnerships....

- Develop and support individualized career paths
- Develop and implement innovative career pathing prototypes
- Establish career lattices between various health care occupations

Funding for Career Pathing Project

- Ministry of Health for SAHO
- Ministry of Education & Employment for SAHO
- Ministry of First Nations & Métis Relations for SAHO
- Federal Government Human Resources and Social Development Canada (HRSDC) – “Workplace Skills Initiative” 2007-2010 – for SAHO and 7 project sites

SAHO Career Pathing Project

Career Pathing Project Sites

- *Northern Inter-Tribal Health Authority & the Partners*
- Mamawetan Churchill River HR
- Prince Albert Parkland HR
- Regina Qu'Appelle HR
- Saskatoon HR
- Sunrise HR
- Prairie North HR

“Each project site is approaching Career Pathing in their own unique way to meet local HR needs and strategies.”



NITHA's
**“Career Pathing for
Northern First Nations’
Health Employees”**

NITHA's "Career Pathing for Northern First Nations' Health Employees"

- A 4-year initiative to support NITHA Partners:
 - Establish & implement *HR strategies*
 - In an *integrated* way
 - Address priority *human resource issues*
 - Impact northern *health services capacity*
 - Provide *quality & accessible* health services for northern First Nations communities.

Project Upstream Impacts

- Meet health *labour shortage* issues;
- Improved service delivery...by *accreditation of para-professional* Aboriginal workers;
- Opening doors for *accessibility to training* in health professions in the north;

Project Upstream Impacts

- Addressing *management capacity* for *human resource* planning & development;
- Establishing accessible & reliable *human resource data systems* for planning, and
- Providing *youth* with linkages, '*walked paths*' as *role models in health careers*.

Partnership Priority Career Paths

- NITHA Capacity Development Working Group (CDWG) in 2005, identified 3 priority career paths:
 - Community Health Representative / Developer (CHR/D), Home Health Care (HHC) & Home Health Aide (HHA) Workers
 - Community Health Directors / Coordinators (health managers and administrators)
 - Mental Health, Addictions & Holistic Health Developers

NITHA Career Pathing Project Components

- Readiness development at Partnership 3rd & 2nd levels
- Readiness development at Partnership 2nd & 1st levels
- Implementation of career pathing plans
- Support career maps for Partnership career path priorities
- Identification of Aboriginal health human resource models for planning



What is Career Pathing?

Career Pathing: A new twist on an old theme

- Systematic human resource model:
 - Facilitates flexible movement of employees along individualized career paths
 - Provides support to staff to set and reach meaningful, realistic employment goals that meet labour force needs
 - Incorporates processes for recognizing prior learning (formal and experiential learning)
 - Creates a framework for identifying and developing focused training/education programs

Career Pathing

1. Establish clear job requirements (competencies)
2. Identify employer labour priorities (labour shortages, professional development needs, retention or recruitment challenges)
3. Document employee competencies and goals
4. Compare existing staff competencies and interests with employer priorities
5. Develop tailored programs and processes to provide required upskilling, support to employees to reach their goals and meet employer needs

Flexible and Individualized

- Employees have particular skills, knowledge, experience and interests that may relate to employer needs (of which the employer may not be aware)
- Employee goals may not always appear 'logical'; career pathing recognizes and facilitates the many directions people may wish to move in their employment
- Through career pathing processes and supports, employees can gain increased self-awareness and pursue employment options with greater chance for success, leading to improved morale and retention

Career Development Support

- Employees will require support to undertake the activities of career pathing including:
 - Coaching, guidance and career counseling
 - Goal setting and action planning
 - Labour market/employment information
 - Advice on recognizing prior learning and developing personal/career portfolios
 - Role modeling
- A Career Pathing Advisor plays a central role in the provision of support to participants

Recognizing Prior Learning

- Effectively used by employers to develop dynamic human resource management systems
- Values/Recognizes the learning (knowledge, skills and attitudes) that someone has gained through life/ work experience that is relevant to identified goals
- Includes formal and informal processes for documenting and assessing learning (outcomes and competencies)
- Reinforces individual's ability to take responsibility and ownership of their life and their future, increasing self-esteem and confidence

Recognizing Prior Learning

- Common process for documenting learning
 - Portfolio (holistic, career, personal, educational, professional development, skills passport, etc.)
- Three processes for assessing learning
 - Credit Transfer
 - Qualification Recognition
 - Prior Learning Assessment and Recognition (PLAR)

Holistic Portfolio Development

- Multi-faceted process that allows employees to record important learning and achievements
- Effective mechanism to compile and present evidence of previous learning, which can be an empowering experience, especially for adults in transition
- Offers a comprehensive, self-directed framework for people to take stock of their lives, make informed choices about personal and career goals and manage the anxiety related to change
- Multi-purpose: employment, educational development, educational credit, personal development, healing, legacy, etc.

Focused Education/Training

- Clearly outlined job requirements are central to career pathing and allow employees to compare and assess existing skills and knowledge with those required
- Identified gaps can provide insight to required learning and/or education (could be formal, non-formal or informal)
- Common gaps could form the basis for tailored education/training programs, mentorships, on-the-job training, etc.
- Maximizes efficiencies for accessing training and education by minimizing redundant learning and focus on priority learning activities

Benefits

- Builds capacity in the health centres; supports skill development of existing staff to be able to provide better services in the community
- Recognize investment of existing labour force by providing them with professional development for career transitions that match employer needs; improve employee morale and confidence
- Includes flexible mechanisms to meet training and educational needs
- Offers innovative approaches to address challenges

NITHA's Career Pathing Project

Readiness Development at 3rd & 2nd Levels

Readiness Development at 3rd & 2nd Levels

- Capacity Development Working Group commitment to SAHO as project site in 2004
- In collaboration with SAHO, northern Health Authorities & training institutions offered awareness sessions for 39 2nd level staff in 2004 & 54 in 2005
- NITHA CDWG in 2005-06 identify plans for development of implementation approaches
- NITHA obtains Aboriginal Health Human Resources Initiative (AHHRI) funding commitment for 4 years in 2006
- Awareness and consultation sessions with PAGC and LLRIB Health Directors / Coordinators, Health Portfolio Councilors / Board members and Elders in 2007-08

Consultation Session Feedback

Summary of Participants' Shared Insights

- Approach needed for supporting northern aboriginals pursuing health careers
- Need to recognize career paths & skills of existing employees
- Useful to reflect on past experience to identify future goals
- Requires collaboration within an organization and with other organizations
- Good networking opportunities & personal stories inspiring
- Encouraged by presenters to further my education
- Excellent way of promoting career pathing

Recommendations for Northern Application

- Not simplistic & can be applied differently in various locations
- Presentations to & involve Chief & Council, Directors & Supervisors
- Potential career paths: Licensed Practical Nursing & Addiction Workers
- Adopt strategy for those who have developed skills but no paper – need recognition
- Access to resources on-line

Recommendations for Northern Application

- Make it authentically 'Northern'
- Need buy-in from employers & communication strategy to executive, employees, students & communities
- More information on organizations that have PLAR besides SIAST
- Increased awareness in communities & others through another conference, public relations & promotion
- Promote to far north and high school students

NITHA Support for Partners

- Contract with Career Pathing & Educational Consultant Lori Petruskevich to work with Partners to develop readiness at 2nd and 1st levels, develop implementation plans & provide expertise
- Maintains connection with SAHO in planning & implementation activities for Province-wide Career Pathing project
- NITHA Career Pathing Steering Committee oversees the planning & implementation with the Partners

NITHA Support for Partners

- Develops MOU with IPHRC for Seeking Models for Aboriginal Health Human Resource Planning project
- Works with Northern Health Strategy HR Working Group & the Northern Labour Market Health Sector Training Subcommittee on Phase 1 of developing a Multi-Party Health Sector Training Agreement
- Using SAHO HRSDC, AHHRI & NITHA funding provide coordinating, planning, expertise, communication and promotion, reporting, training and evaluation services for the Partnership.

NITHA's Career Pathing Project

Readiness Development at 2nd & 1st Levels by PBCN

NITHA's Pilot Site with PBCN 2006-07

- 2006 NITHA CDWG support initiating project first as a pilot site with one of the Partners
- PBCN Health Services Inc. offered to be the pilot site
- AHHRI funding obtain to support PBCN to
 - Conduct community awareness & consultation sessions
 - Develop implementation plan for Career Pathing
 - Negotiations with training institution for distance delivered LPN program

NITHA's Pilot Site with PBCN 2006-07

2006-07 PBCN as pilot site initiates project:

- Community awareness & consultation sessions with health staff in:
 - Pelican Narrows
 - Southend
 - Deschambault Lake
- Established linkages between PBCN & key external partners such as Northlands College to assist in implementation
- Northlands College offers LPN Preparation Program for 50 interested applicants in each of the 3 communities.

NITHA's Pilot Site with PBCN 2006-07

- PBCN & NITHA in partnership with Northlands College established strategies for LPN training with:
 - SIAST
 - Ministry of Advanced Education & Employment
 - Ministry of Health
 - FNIH AHHRI
- Developed promotional materials for community use i.e. role model posters
- Based on community consultation sessions developed implementation plan

NITHA's Pilot Site with PBCN 2006-07

Community health staff consultation feedback:

- **Require on-going communication:**
 - Events, developments & requirements
 - Promotional material & updates
- **Participant selection:**
 - Provide orientation session
 - Opportunity to make informed decision to participate
- **Motivating factor of program:**
 - Opportunity to make fresh start
 - Overcome past behaviours & 'mistakes'

NITHA's Pilot Site with PBCN 2006-07

Community health staff consultation feedback:

- **Advisor role key:**
 - Needs to be aware of resources to refer participants
 - Establish reasonable boundaries
 - Be motivational & assist participants to identify solutions
- **Financial challenges & minimize impact by:**
 - Being able to continue to work
 - Courses provided in community
 - Job-finding skills
- **Family support encouraged by:**
 - Orientation session for families
 - Provide overview of expectations of participants
 - Benefits to the family

NITHA's Pilot Site with PBCN 2006-07

Community health staff consultation feedback:

- **Academic supports & resources:**

- Study skills
- Community tutors
- Delivery of basic preparatory / bridging programs
- Support networks & yearly meetings of cohort group

- **Within the community:**

- Innovative mechanisms to encourage trusting & supporting relationships

- **Elder involvement:**

- In the selection process
- Elders with experience in the health sector & working in the community
- Guide the project & processes
- Assist participants at physical, emotional, mental & spiritual levels

NITHA's Pilot Site with PBCN 2006-07

Community health staff consultation feedback:

- **Confidence, self-esteem & overcoming obstacles:**
 - Fear of not being successful limit involvement of capable candidates
 - Need programs to address negative thought patterns & build self-esteem
 - Access to counseling
 - Strong support from employer
- **Non-completion:**
 - Non-completion could have professional & personal consequences
 - Employer needs to be clear about expectations & degree of flexibility

NITHA's Pilot Site with PBCN 2006-07

Outcomes of PBCN's first year activities:

- Developed implementation plan for Career Pathing for 2007-08
- Established Career Pathing Steering Committee consisting of:
 - Three community Health Directors
 - Elder
 - PBCN Executive Director
 - NITHA CDA
- Negotiated Training & Funding Agreement with Province, Health Canada, SIAST & Northlands College for LPN program delivered
 - In 3 communities web-based
 - With community tutoring
 - Practice labs in health centres

NITHA's Career Pathing Project

Readiness
Development at
2nd Level
by MLTC

MLTC Awareness Session

Feb 14, 2007

Provided MLFN Health Directors/Coordinators & MLTC Staff

- Background on Career Pathing Project
- Information on project activities, career pathing & timelines, including reporting requirements
- Requirements for confirming interest & readiness of communities to participate
- Considerations for identifying priority areas for career pathing within communities
- Discussion on roles & responsibilities of career pathing advisor, health centres, and participants
- Exploration of various implementation strategies

Awareness Session Feb 14, 2007

- **Held two discussion groups to brainstorm:**
 - Priority areas/careers,
 - Existing challenges and strengths on which to build
- **Groups reported back & identified:**
 - Confirmation of interest & desire/commitment to participate in the pilot project
 - Initial priorities for career pathing
 - List of priorities which set the basis for consultation session

Consultation Session April 30/07

- Follow-up to the Awareness Session with Health Directors /Coordinators & MLTC Staff (Feb. 14th)
- Awareness Session discussions basis for consultation activities
- Core priorities established by:
 - Reviewing draft priorities developed in Awareness Session
 - Identified key priorities (meaningful and achievable)
 - Organizing activities according to appropriate levels (community, MLTC, Special Project)

Consultation Session April 30/07

Identified Priorities

- **Community**

- Mental Health and Addictions
- Management
- Administrative Support

- **MLTC Level**

- Health Portfolio / Health Director (human resource management and development)
- Home Health Aides

- **Special Project**

- Nursing Access (in partnership with others)

Presentation to MLTC Health/Social Development Authority July 20/07

Provided for the MLHSDA:

- Background on Career Pathing project
- Overview of the awareness and consultation session held with Health Directors / Coordinators & staff
- Priority areas identified in consultation session
- Next steps in consultation with communities to develop implementation plan

Presentation to MLTC Health & Social Development Authority July 20/07

MLTC HSDA provided:

- Support for MLTC to hire a career pathing coordinator
- Support to consult with the MLTC nine community health staff
- Support for development of an implementation plan

NITHA's Career Pathing Project

Readiness
Development at
2nd & 1st Levels
by MLTC

MLTC Readiness Development at First Level

1. Hired a Career Pathing Advisor in October, provided orientation in November 2007, developing holistic portfolio and participating in training activities
2. 2-day awareness & consultation sessions held with health staff in nine communities starting Dec 2007 until April 2008
3. Established Terms of Reference & Career Pathing Steering Committee with MLTC Health & Social Development Board
4. Developing plan for integrating role of Elder in project
5. Held human resource management workshop/s for Health Portfolio Councillors & Health Directors November 2007

MLTC Next Steps

- Receive reports from Career Pathing Consultant and MLTC Career Pathing Advisor on community Sessions. To date
- Based on consultations develop draft strategic implementation plan for 2008-09
- Present draft implementation plan to Career Pathing Steering Committee for direction and finalizing
- Present finalized implementation plan to MLTC Community Health Directors and develop work plan for 2008-09 implementation covering activities, resources & timetable
- Submission of work plan to funders

NITHA's Career Pathing Project

Implementation of Career Pathing Plans By PBCN

Implementation of Career Pathing

PBCN 2007-08 implementation plan activities:

- Competencies for Career Pathing Advisor (CPA) identified & position filled
- Career Pathing Advisor oriented to project, develops wholistic portfolio & participates in training
- All community staff in each of 3 communities participate in 3-day Career Planning session covering
 - Thought Patterns for Success &
 - Guiding Circle Career Planning
- 15 successful applicants start LPN program Sept 2007

Implementation of Career Pathing

PBCN 2007-08 implementation plan activities:

- Selection criteria identified for participants in Career Pathing (CP) project
- Applications received for 15 spots in CP project with 5 in each of three communities in following career paths:
 - 1 for Health Director
 - 2 for Community Health Developer
 - 2 for Holistic Health Intervention Worker

Implementation of Career Pathing

PBCN 2007-08 implementation plan activities:

- 15 participants and the community Elders start have 3-day orientation session on Career Pathing
- 2 Elders for each of the 3 communities attend one-day orientation session prior to participant session
- Career Pathing Advisor supporting CP participants with working on their wholistic portfolios and developing action plans
- Career Pathing Advisor monitors & supports participants via phone, video conference & in-person meetings.
- Interested health staff participate in skill & aptitude testing with Northlands

Implementation of Career Pathing

PBCN 2007-08 implementation plan activities:

- LPN program coordinated by Northlands College & offered by SIAST on-line to 15 participants in home communities – down to 6 participants & joined up with Northlands La Ronge program with on-line (could not obtain an instructor for the La Ronge program)
- Steering Committee holds bimonthly meetings, oversee implementation & communicate / report on progress
- Reporting and sharing on progress to NITHA Career Pathing Steering Committee, SAHO Career Pathing Project Group & funders
- Developing work plan for 2008-09 and establish funding needs
- Establish monitoring & evaluation strategy

NITHA's Career Pathing Project

Development of Career Maps

Development of Career Maps

- Using occupational analysis process (DACUM) develop draft position competencies matrix for identified career paths
- Validate draft DACUM matrix career paths with key partner representatives
- Create “position profiles” for career paths
- Position profiles used by career pathing participants to assess skills & determine gaps for training

Development of Career Maps

- Using “position profiles” develop training options with post secondary institutions
- Participants implement learning / training plans
- Each partner develop & implement strategies to support staff to move into positions per career maps

Development of Career Maps

- Developed position profiles for PBCN positions:
 - Community Health Director
 - Community Health Developer
 - Holistic Health Developer
- Develop common position profile for the Partnership 2nd level Administrative / Executive Assistant position

NITHA's Career Pathing Project

NITHA Partnership Health Human Resource Models for Planning

NITHA Partnership Health HR Models for Planning

- In Partnerships with IPHRC & Northern Labour Market Health Sector Training Subcommittee:
 - Participate in research activities
 - Create an understanding of NITHA Partnership health human practices
 - Conduct an environmental scan of Partnership human resources
 - Through literature review identify existing potential Aboriginal HR models for planning

NITHA Partnership Health HR Models for Planning

- Using research strategies determine **barriers & facilitators** contributing to **recruitment, retention & mobility** of Aboriginal health workers
- Using research models appropriate for northern SK First Nations identify culturally appropriate frameworks for a health human resources model
- Use **Plan-Do-Study-Access** cycles for planning and developing research activities for informing next stages of research activity and potential models and strategies for consideration

NITHA's Career Pathing Project

What is Unique
About the NITHA
Partnership Career
Pathing Project?

What is Unique About NITHA's Career Pathing Project

From an organizational perspective:

- Only ***First Nations*** organization involved
- AHHRI ***funding*** to support involvement of NITHA Partners with external ***partners...for expertise & resources***
- ***Partnering*** with SK training institutions & government in ***innovative training delivery approaches...to meet northern First Nations human resources needs***

What is Unique About NITHA's Career Pathing Project

From a project perspective:

- Developing capacity for increasing quality of health services by....*professionalizing community positions.*
- Assists NITHA Partnership in capacity development strategies to support *community members... seeking health as a viable career choice.*
- Strategies to address ongoing *staff recruitment, retention & succession planning* at community level.

What is Unique About NITHA's Career Pathing Project

- Promoting *career planning with community youth...* to establish personal goals for working in First Nations organizations.
- Seeking to identify *commonality* among the Partnership for *models of human resource planning*.

What is Unique About NITHA's Career Pathing Project

From a capacity development perspective:

- *Delivery* of LPN training in the community, on-line, and *using local PBCN nurses* to tutor & teach.
- Involvement of PBCN *nurses in training links* them to community & *supports retention*.
- Development of *career maps* to support participants in *developing learning plans*.

NITHA's Career Pathing Project

*How is the
Project
Accomplishing its Goals?*

How is the Project Accomplishing its Goals?

- Broad participation of various organizations & groups in **partnerships** with a goal of.....
 - *making systemic change.*
- Creating **awareness & capacity** at all stages of the development & implementation of the project....
 - *and at all levels to obtain support and commitment.*
- Working at root issues to find **sustainable strategies**...
 - *for creating capacity.*

How is the Project Accomplishing its Goals?

- Resourcing strategies that *build on...*
 - *strengths,*
 - *opportunities,*
 - *collaboration,*
 - *broad expertise & existing services*
- Challenging existing *views* about...
 - *developing capacity &*
 - *ongoing development of a skilled health workforce*

**Creating systemic change to meet
community needs...a holistic First Nations
user-friendly mode!!!!**

A Project Supported by Working Together in Partnership

