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BUSINESS PLANNING AND MANAGEMENT DIRECTORATE (BPMD)
CAPACITY DEVELOPMENT UNIT (CDU)
FIRST NATIONS AND INUIT HEALTH BRANCH (FNIHB)
HEALTH CANADA

**CONTRIBUTION AGREEMENT
MANAGEMENT AND ADMINISTRATION:
CAPACITY DEVELOPMENT
ACTION PLAN**

FROM: APRIL 2004 TO: MARCH 2007

Updated from September 27 & 28, 2004 Steering Committee Annual Meeting (27/10/04 version)

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Introduction

The purpose of this three-year Action Plan is to create a focus on developing management capacity specifically related to the management and administration of the contribution agreements. The strengths and capacities of the recipients of this plan (people who deal with FNIHB contribution agreements - both First Nations and Inuit and FNIHB regional and headquarters staff) as well as their challenges or needs form the backbone of this plan.

The Capacity Development Gap Analysis identified seven key categories of need related to the management of the contribution agreements. Accordingly, this paper is organized around the development of capacity related to: communication; management and administration of the contribution agreements; planning and evaluation; program reporting; financial planning and reporting; human resources; and technology.

The following helped identify the challenges or needs:

- * the Auditor General's (AG) Reports (1997, 2000 and 2002);
- * the Health Plan Demonstration Project (HPDP) communities;
- * a Joint Strategic Planning Workshop (Assembly of First Nations (AFN)-FNIHB) which included representation from the Inuit Tapiriit of Kanatami (ITK)
- * the National Aboriginal Health Organization (NAHO);
- * the FNIHB Capacity Development Working Group which included headquarters and regional representatives ;
- * the Business Planning and Reporting Division (BPRD) which produced: *FNIHB Capacity Development Process Review (August 2003)* involving FNIHB regional staff and program managers;
- * the Inter-Departmental Committee on Capacity Development (included Indian and Northern Affairs (INAC), Human Resources Development Canada (HRDC), and Statistics Canada);
- * the World Health Organization (On Being In Charge, WHO, Geneva, 1992).

On-going discussion, negotiation and commitment is required during this three-year plan by all interested parties. We believe the development of collaborative relationships is key to meeting the identified challenges. Although collaborative in nature, this plan does not change the respective roles and responsibilities for FNIHB or FN/I as identified in the contribution agreements.

The intent is to keep this plan simple, clear and realistic. We trust it will be a "living document" as new partners, strategies and ideas come forward. The plan itself is to be maintained by the BPMD (CDU). We welcome feedback from all recipients of this plan (FNIHB staff and FN/I communities) and partners regarding its usefulness to them.

A Framework, a Strategy and a Gap Analysis

This Action Plan builds upon background work; particularly the FNIHB Accountability Framework, Capacity Development Strategy and Gap Analysis. It is intended to strengthen capacity for accountability for both FNIHB and FN/I. The AG defined accountability as the obligation to demonstrate and take responsibility for performance of roles and responsibilities. These roles and responsibilities should be agreed upon, understood and communicated. This plan asserts that strong management, administrative and financial capacity throughout the whole system is essential to strengthen the capacity to be accountable for all parties. Note that this plan does not change the respective roles and responsibilities as identified in the contribution agreements; responsibilities remain the same.

The longer-term purpose

The activities in this Action Plan are focused around strengthening the management and administration of the contribution agreements (for both FNIHB and FN/I). However, the longer-term purpose of the contribution agreements is to improve health outcomes for FN/I through such strategies as increasing local control and planning and enhancing the delivery of health programs and services. We are confident that this Action Plan will contribute to the achievement of this long-term purpose.

Definitions

Capacity The ability to do a job or function

Goal of this Action Plan Contribute to the strengthening of management and administration skills of people who deal with FNIHB contribution agreements

Management Getting things done through the coordination and collaboration of many resources both human and material (such as health service delivery staff; colleagues in fields which support health service delivery such as administration and finance; the community; individual and corporate experience, knowledge and skills; time; funds, facilities, materials and equipment). It's helping people work together to solve problems, make decisions and meet objectives. The three key resource groups include: the health team and support people, other resources such as funds, and the programs and services. The health team has three main management functions: planning, implementation and evaluation. [this definition was drawn from On Being In Charge, World Health Organization, Geneva, 1992]

Expected Results

A description of the expected results of the activities of this Action Plan will create a sense of vision and assist in measuring its success. Action Plan activities are organized around the major areas of need as identified in the Gap Analysis. The plan focuses on the development of capacity related to contribution agreement management and administration for both FN/I and FNIHB staff. In summary, we will have been successful in the areas of:

1. **Communication** when FN/I, FNIHB regional and headquarters staff and other government departments are partnering with the BPMD to guide and direct contribution agreement capacity development initiatives resulting in greater effectiveness of this Action Plan;
2. **Management and administration of the contribution agreements** when FNIHB and FN/I are strengthened in the use of the knowledge, skills and tools required to meet the terms and conditions of the agreement resulting in greater accountability;
3. **Planning, evaluation, and reporting, learning and adjusting** when FN/I and FNIHB enhance their skills in planning, evaluation (including performance measurement) and reporting on the results of programs and services related to the contribution agreement; the lessons learned will feed back into health planning which will contribute to strengthened health service quality, effectiveness and efficiency and positive community health outcomes;
4. **Financial planning and reporting** when FNIHB and FN/I are strengthened in the ability to make health decisions based on accurate, verifiable, comprehensive and timely financial information which will result in an increased capacity to show how investments in programs and services are being spent;
5. **Managing human resources** when FN/I capacity to manage human resources is enhanced through making available sample policies, procedures, best practices, and other tools which may be adapted to meet specific community needs; strengthened human resource practices will contribute to an increased capacity to meet the needs of the community;
6. **Using technology** when FN/I and FNIHB may use the technological tools provided to them resulting in enhanced management and administration of the contribution agreements and support for health decision-making.

CAPACITY DEVELOPMENT ACTION PLAN

From: APRIL 2004 To: MARCH 2007

Goal: Develop management capacity for FN/I and FNIHB specifically on the management and administration of the contribution agreements

Objective	Specific activities	Who is involved	Time line for completion			Output indicators	Outcome indicators
			2004-05	2005-06	2006-07		
1. <u>Communication:</u> Guide and direct the development, implementation and communication of this Action Plan`	<u>FN/I and FNIHB capacity development:</u> A. Create a FN/I and FNIHB Capacity Development Steering Committee with the purpose of providing recommendations regarding the direction of capacity development initiatives related to the management and administration of FNIHB contribution agreements for FN/I recipients - Continue to facilitate and develop the FN/I and FNIHB Steering Committee	<u>Lead:</u> - BPMD <u>Partners:</u> - FN communities - AFN - ITK - FNIHB regional and HQ staff	●			- meetings facilitated: number, topics, participants - strategic direction provided	- on-going collaboration, guidance and direction from FN/I and FNIHB regional and HQ staff - inter-departmental joint initiatives to strengthen contribution agreement management
	B. Continue to facilitate the Capacity Development Working Group to provide practical operational support	<u>Lead:</u> - BPMD <u>Partners:</u> - FNIHB regional and HQ staff	●	●	●		- FN/I and FNIHB satisfaction with the contribution agreement tools produced
	C. Continue to facilitate and develop the Interdepartmental Committee on Capacity Development with the purpose of sharing information and working on joint initiatives	<u>Lead:</u> - BPMD <u>Partners:</u> - OGDs	●	●	●		- satisfactory level of use of the contribution agreement educational tools
	D. Maintain liaison with key partners working in related areas	<u>Lead:</u> - BPMD <u>Partners:</u> - FNIHB staff - OGDs & NGOs	●	●	●		- enhanced effective and efficient contribution agreement management and administration
	E. Collaborate with key partners to develop communication strategies	<u>Lead:</u> - BPMD <u>Partners:</u> - Working Group	●				

Objective	Specific activities	Who is involved	Time line for completion			Output indicators	Outcome indicators
			2004-05	2005-06	2006-07		
<p>2. Management and administration of the contribution agreement: Maintain linkages within FNIHB regarding the provision of training to enhance the skills of FNIHB staff to manage and administer contribution agreements</p>	<p>FNIHB capacity development: A. Maintain linkages within FNIHB regarding the development of the contribution agreement training course and manual (“Knowledge in a Book”) for FNIHB staff which address issues such as: - the federal context for contribution agreements - creating and approving the agreement - monitoring and administering the agreement - agreement close-out</p> <p>B. Maintain communication regarding the provision of on-going training of FNIHB staff</p>	<p><u>Lead:</u> - BPMD <u>Partner:</u> - BPMD</p> <p><u>Lead:</u> - BPMD <u>Partners:</u> - BPMD</p>	●				<p>- enhanced capacity of FNIHB and FN/I to meet the terms and conditions of the contribution agreements</p> <p>- increased knowledge, skills and practices related to the management and administration of the contribution agreements</p> <p>- enhanced accountability</p>

Objective	Specific activities	Who is involved	Time line for completion			Output indicators	Outcome indicators
			2004-05	2005-06	2006-07		
<p>2. Management and administration of the contribution agreement: Make available educational tools to FN/I to enhance skills related to managing and administering the contribution agreements</p>	<p>FN/I community capacity development: A. Develop a reference handbook to assist FN/I recipients in the management and administration of contribution agreements by adapting “Knowledge in a Book” to address FN/I interests and needs</p> <p>B. Create a “Contribution Agreement Toolbox” for FN/I with the purpose of providing sample policies, procedures, best practices, and tools which may be adapted to enhance contribution agreement management and administration</p> <p>(Please note: the Handbook and Toolbox are not legal advice. FN/Is should still seek independent advice where necessary)</p> <p>C. Maintain and update toolbox</p> <p>D. In collaboration with key FNIHB staff, develop and offer an educational opportunity for regional staff in facilitating information sessions to FN/I on the contribution agreement reference handbook and toolbox</p>	<p>Lead: - BPMD Partners: - Working Group</p> <p>Lead: - BPMD Partners: - Working Group</p> <p>—</p> <p>Lead: - BPMD</p> <p>Lead: - BPMD Partners: - BPMD - Working Group</p>	●	●		<p>- contribution agreement reference handbook developed and made available to FN/I and FNIHB staff</p> <p>- number/type of contribution agreement tools identified</p> <p>- annually updated toolbox for FN/I & FNIHB</p> <p>- % of FN/I communities accessing toolbox</p>	<p>- use of contribution agreement reference handbook and toolbox by FN/I and FNIHB staff</p> <p>- FN/I and FNIHB satisfaction with tools</p> <p>- improved accountability</p> <p>- enhanced capacity to meet the terms and conditions of the contribution agreement(s)</p> <p>- enhanced knowledge, skills and practices related to the management and administration of the contribution agreements</p> <p>- enhanced accountability</p>

Objective	Specific activities	Who is involved	Time line for completion			Output indicators	Outcome indicators
			2004-05	2005-06	2006-07		
<p>3. <u>Planning; evaluation; and reporting, learning and adjusting:</u> Maintain linkages within FNIHB to keep current regarding health planning, evaluation and reporting initiatives to strengthen accountability for both FNIHB and FN/I</p>	<p><u>FNIHB capacity development:</u> A. Maintain linkages within FNIHB regarding planning, evaluation, and reporting initiatives such as:</p> <ul style="list-style-type: none"> - Health Plan Demonstration Project (HPDP) - Accreditation Pilot Project - Branch evaluation policy - Results-based Management and Accountability Framework (RMAF) (the RMAF contains five components: a program/policy profile, Logic Model, performance measurement strategy, evaluation strategy, and a reporting strategy) - Program Compendium - health indicators - data collection - work planning templates - Renewal of Authorities - Streamlining of Reporting Requirements - interpretation of financial reports and annual audited statements - assessing, analyzing and providing feedback to FN/I on activity, annual and evaluation reports 	<p>Lead: - BPMD Partners: - Working Group - BPMD - Primary Health Care & Public Health - Community Programs</p>	●	●	●		

Objective	Specific activities	Who is involved	Time line for completion			Output indicators	Outcome indicators
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<p><u>3. Planning; evaluation; and reporting, learning and adjusting:</u> Make available tools to FN/I to enhance health planning, evaluation, and reporting skills</p>	<p><u>FN/I community capacity development:</u> A. Research planning, evaluation, and reporting tools, templates, policies and procedures within FNIHB (see above), FN/I, OGDs and NGOs which are related to meeting the terms and conditions of the contribution agreements such as: - community health or work planning - planning for program evaluation - obtaining, collecting, and analyzing community health data (statistical & other) - developing and using questionnaires and surveys - producing program reports - producing an Evaluation Report (five year) for transferred communities - record keeping - other topics to be determined by FN/I and FNIHB regional staff</p> <p>B. Identify appropriate tools to include in toolbox</p> <p>C. Maintain and update toolbox</p>	<p>Lead: - BPMD Partners: - Working Group - BPMD - Primary Health Care & Public Health - Community Programs - OGDs - NGOs</p>	●			<p>- educational tools provided to FN/I: topics, types of tools, etc</p> <p>- contributing organizations (sources of tools)</p>	<p>- increase in number of FN/I communities producing program plans</p> <p>- enhanced quality of FN/I community health services</p>

Objective	Specific activities	Who is involved	Time line for completion			Output indicators	Outcome indicators
			2004-05	2005-06	2006-07		
<p>4. Financial planning and reporting: Maintain linkages to keep current on FNIHB financial management initiatives as they relate to contribution agreement management and administration</p> <p>Make available tools to FN/I to enhance financial management</p>	<p><u>FNIHB capacity development:</u> A. Maintain linkages within FNIHB in areas such as: - interpretation of financial reports and annual audited statements</p>	<p><u>Lead:</u> - BPMD <u>Partners:</u> - BPMD - Finance</p>	●	●	●		
	<p><u>FN/I community capacity development:</u> A. Research available tools to enhance financial planning and reporting skills related to contribution agreement management (include OGDs such as INAC) in areas such as: - budgets - forecasts - annual financial statements</p>	<p><u>Lead:</u> - BPMD <u>Partners:</u> - Working Group - Finance - OGDs</p>	●			- learning tools identified and communicated in toolbox	- enhanced FN/I financial planning and reporting capacity - increased accountability to community members and government
	<p>B. Identify appropriate tools to include in toolbox</p>	<p><u>Lead:</u> - BPMD <u>Partners:</u> - Working Group</p>	●				
	<p>C. Maintain and update toolbox</p>	<p><u>Lead:</u> - BPMD</p>		●	●		

Objective	Specific activities	Who is involved	Time line for completion			Output indicators	Outcome indicators
			2004-05	2005-06	2006-07		
<p>5. <u>Managing human resources:</u> Make available tools to FN/I to enhance human resource management</p>	<p><u>FN/I community capacity development:</u> A. Research and identify sample policies and procedures, best practices, tools etc in areas such as: - work descriptions - conflict resolution - conflict of interest policy - other human resource policies</p> <p>B. Identify appropriate tools to include in toolbox</p> <p>C. Maintain and update toolbox</p>	<p><u>Lead:</u> - BPMD <u>Partners:</u> - Working Group - CSB - OGDs</p> <p><u>Lead:</u> - BPMD <u>Partners:</u> - Working Group</p> <p><u>Lead:</u> - BPMD</p>	●			- number/type of sample tools or "best practices" etc identified and included in toolbox	-enhanced human resource practices in FN/I communities

Objective	Specific activities	Who is involved	Time line for completion			Output indicators	Outcome indicators
			2004-05	2005-06	2006-07		
<p>6. Using Technology: Maintain linkages within FNIHB to keep current on the technology required to manage and administer the contribution agreements</p> <p>Make available tools to FN/I to enhance technological capacity in the management and administration of contribution agreements</p>	<p><u>FNIHB capacity development:</u> A. Maintain linkages within FNIHB regarding training provided for FNIHB staff on systems such as: - Management of Contracts and Contributions System (MCCS) - Community Profile Management System (CPMS) - Computer software: Hotdocs, Lotus 123, Framework for Integrated Resources Management Systems (FIRM)</p> <p><u>FN/I community capacity development:</u> A. Research technology which is currently being provided to FN/I communities related to the management and administration of the contribution agreements (such as that related to the Home and Community Care Program); define the needs in FN/I communities</p> <p>B. Identify appropriate tools to include in toolbox</p> <p>C. Maintain and update toolbox</p>	<p>Lead: - BPMD Partner: - BPMD</p> <p>Lead: - BPMD Partners: - Working Group - Primary Health Care & Public Health - Community Programs - IT - Office of Auditor General - OGDs</p> <p>Lead: - BPMD Partners: - Working Group</p> <p>Lead: - BPMD</p>	●	●	●	<p>- list of FNIHB programs providing technology to FN/I communities</p> <p>- number/type of tools identified and included in inventory</p>	<p>-enhanced effective use of information and communication technologies to support health decision making</p> <p>- strengthened program reporting</p>