



2023-2025 CHIEFS OF ONTARIO

Health Human Resources Project

Health



Glossary



ABA	Applied Behaviour Analysis
ADHD	Attention Deficit Hyperactivity Disorder
Admin	Administration
AEI	Aboriginal Education Institute
AGM	Annual General Meeting
AHAC	Aboriginal Health Access Centre
AHS	Aboriginal Head Start
AN	Anishinabek Nation
Apps	Applications
ASETS	Aboriginal Skills and Employment Training Strategy
ASIST	Applied Suicide Intervention Skills Training
Band Rep	Band Representative
CARA	Canadian Addiction Recovery Association
COVID	Coronavirus
CPNP	Certified Pediatric Nurse Practitioner

COO	Chiefs of Ontario
CTC	Certified Telehealth Coordinator
DSW	Developmental Service Worker
EAP	Employee Assistance Services
ECD	Education and Curriculum Development
EMR	Electronic Medical Record
EMS	Emergency Medical Services
FASD	Fetal Alcohol Spectrum Disorder
FN	First Nations
FNHHR	First Nations Health Human Resources
GHAC	Gizhewaadiziwin Health Access Centre
GCT3	Grand Council Treaty #3
GED	General Educational Development
HRDC	Human Resources Development Canada
HR	Human Resources
HHR	Health Human Resources
HCC	Home & Community Care

HBHC	Healthy Babies Healthy Children	ONECA	Ontario Native Education Counselling Association
IDS	Indian Day School	ONCAT	The Ontario Council on Articulation and Transfer
IEP	Individual Educational Plan	OFIFC	Ontario Federation of Indigenous Friendship Centres
IFC	Indigenous Friendship Centre	ORG	Organization
IFNA	Independent First Nations Alliance	ORGS	Organizations
IPRC	Identification Placement and Review Committee	OSAP	Ontario Student Assistance Program
IRS	Indian Residential School	OT	Occupational Therapist
ISC	Indigenous Services Canada	PD	Professional Development
ISETS	Indigenous Skills and Employment Training Strategy	PS Suites	(nee. Practice Solutions) Electronic Medical Record (EMR)
JP	Jordan's Principle	PSE	Post Secondary Education
K-12	Kindergarten to Grade 12	PSO	Post Secondary Organization
LPN	Licensed Practical Nurse	PSW	Personal Support Worker
LTC	Long Term Care	PT	Physio Therapist
MAG	Medical Advisory Group (elder council)	PTO	Political Territory Organization
MH	Mental Health	RN	Registered Nurse
MHFA	Mental Health First Aid	RSW	Registered Social Worker
MSW	Masters Social Work	RSSW	Registered Social Service Worker
NAAW	National Addictions Awareness Week	SAP	Systems Applications and Products in Data Processing
N/A	Not Applicable	SSW	Social Service Worker
NNADAP	National Native Alcohol and Drug Abuse Program	SW	Social Worker
NP	Nurse Practitioner	SLFNHA	Sioux Lookout First Nations Health Authority
NSTC	North Shore Tribal Council	TBHU	Thunder Bay Health Unit
OCAP	Ownership, Control, Access and Possession	WNHAC	Waasegiizhig Nanaandawe'iyewigamig Health Access Centre
OFIFC	Ontario Federation of Indigenous Friendship Centres		



APPENDIX B

Health Directors

Surveys were sent to all First Nation Health Directors, along with Tribal Council and PTOs for their input on delivering services within their communities. Surveys were also sent to the Education, Social and Economic Development sectors as well, requesting feedback and input on the potential gaps and strengths in the various areas affecting Health Human Resources (HHR) within the 133 First Nations in Ontario to develop a more in-depth and comprehensive HHR Strategy.

**Please note: Responses were received anonymously from several communities in the Northern, Central, and Southern Ontario regions. Specific data to each community is not available at this time.*

1. What community/PTO area do you work in?

Feedback received from 9 different communities ranging from Northern, Central, and Southern Ontario.*

2. What is the total number of health care providers in your First Nation?

# of Health Care Providers	Response
0-3	1
4-16	2
17-20	1
Over 20	1
31	1
Have nursing station	1

3. What is the **total number** of health care providers in your First Nation?

Occupation	Have in community	Need in community	Mobile services or Telemedicine	Services accessed outside community	Services not required in community
Health Director/Manager	9	0	0	0	0
Clerical/ Administrative Support	8	1	0	0	0
Medical Transportation	7	1	0	1	0
Finance	7	1	0	0	0
NIHB Navigator	1	3	0	3	0

4. Identify the health care providers in your First Nation - **Home & Community Care**

Occupation	Have in community	Need in community	Mobile services or Telemedicine	Services accessed outside community	Services not required in community
Home & Community Care Manager	6	1	0	1	1
Case Manager	5	2	0	0	2
HCC Client Assessor	3	3	0	0	2
PSW	6	3	0	0	0
Homeworker	5	3	0	1	0
Lay Home Visitor	1	6	0	0	0

5. Identify the health care providers in your First Nation - Nursing

Occupation	Have in community	Need in community	Mobile services or Telemedicine	Services accessed outside community	Services not required in community
Nursing Director	2	3	0	1	2
Clinical Nursing Specialist	1	3	0	1	1
Community Health Nurse	7	1	0	0	0
Advanced Practice Nurse	0	4	0	2	0
Diabetes Nurse	0	4	0	4	0
Licensed Practical Nurse	3	3	0	1	0
Nurse Practitioner	1	3	1	3	0
Mental Health Nurse	0	5	0	3	0



6. Identify the health care providers in your First Nation - Community Health Programs

Occupation	Have in community	Need in community	Mobile services or Telemedicine	Services accessed outside community	Services not required in community
Community Health Rep	6	1	0	0	1
Brighter Futures Worker	5	1	0	1	1
Building Healthy Communities	4	4	0	0	1
Prenatal Worker/HBHC	7	0	0	1	0
Injury Prevention Worker	1	4	0	1	0
Health Educator	2	5	1	0	0
CPNP Worker	3	2	0	0	2
Diabetes Worker	3	3	1	1	0
Head Start Program	4	1	0	1	1
AHS/ECD Worker	5	1	0	0	1
FASD Educator/ Case Manager	2	2	0	4	0
Neurodevelopmental (i.e. ADHD, Autism) Education/Case Manager	2	3	0	3	0
Jordan's Principle Navigator	4	3	0	1	0
Community Support Worker	3	4	0	0	0
Community Wellness Worker	6	2	0	0	0

7. Identify the health care providers in your First Nation - Mental Health & Substance Use

Occupation	Have in community	Need in community	Mobile services or Telemedicine	Services accessed outside community	Services not required in community
Addictions Worker	6	1	0	0	0
NNADAP Worker	6	2	0	0	0
Mental Health Worker	5	2	0	0	0
Social Worker	4	2	0	2	0
Outreach Worker	3	2	0	2	0
Psychologist	0	2	0	5	0
Crisis Response Team	1	2	1	2	0
IRS/IDS Worker	0	2	0	5	0



8. Identify the health care providers in your First Nation - Other Health Care

Occupation	Have in community	Need in community	Mobile services or Telemedicine	Services accessed outside community	Services not required in community
Traditional Medicine/ Health Practitioner	3	2	1	3	0
CTC Worker (Telemedicine)	3	1	0	2	2
Dietician or Nutritionist	1	0	1	6	0
Dentist	1	0	0	6	0
Dental Hygienist	3	0	0	5	0
Dental Assistant	2	0	0	4	1
Occupational Therapist	1	0	1	5	0
Physical Therapist	1	0	1	5	0
OT/PT Assistant	2	0	0	5	0
Speech Pathologist	1	0	1	6	0
Environmental Health Officer	2	0	1	3	1
Chiropodist	1	0	1	5	0
Lab Technician	1	2	0	3	1
Physician	2	1	1	4	0
Digital Imaging & Diagnostics	1	0	0	5	0
Naturopathy	1	1	0	5	0
Veterinarian	1	0	1	4	1
Veterinarian Assistant	1	1	1	3	1

9. Did your First Nation experience an increase or decrease or remained the same number of health care providers in the past 5 years (2018-2023)?

Response	Total
Increase	1
Decrease	4
Same	4

10. If there was an **increase** in the number of health care providers, please indicate why:

Response	Total
Funding Increase	1
New Programs	1
Work Location Incentives	2
Competitive Wages	1
Recruiting Efforts	0
Other	-

11. If there was a **decrease** in the number of health care providers, please indicate why:

Response	Total
Funding Cutbacks	0
Program Cancellations	0
Work Location	1
Level of Pay	1
Reduced Recruiting Efforts	1
Other	Difficulty filling positions

12. Please identify the current status in **recruiting health care providers** to your First Nation

Response	Total
Very Difficult	5
Difficult	2
Somewhat Difficult	1
Not Difficult at All	0
<i>Skipped Question</i>	<i>1</i>

13. What health care providers have proven to be the most challenging to recruit?

Responses
We are a small community and do not have funding to have our own providers and dependent on supporting agencies and their recruiting practices.
Physician, Nurse, RN, PSW, Community Home & Community Care
Nurses, Social Workers
Retention benefits and salary
Registered Nurses and Registered Practical Nurses
This survey doesn't do justice for my own small, isolated community. There should be one for us.
NNADAP Workers, Mental Health Workers, NP, PSW, Homemakers
Health Director
PSW

14. How do you advertise and/or recruit for health care providers in your community?

Response	Total
Own website	7
Local newspapers	2
Online job postings	7
Professional Recruiter	0
Health Professional Association Website	1
Social Media	5
On-Campus Recruitment	0
Job Fairs	1
Other	Postings at stores Indeed.com Online



15. What method of recruitment has proven to be the most effective:

Response	Total
Own website	5
Local newspapers	1
Online job postings	0
Professional Recruiter	0
Health Professional Association Website	0
Social Media	1
On-Campus Recruitment	0
Job Fairs	0
Other	Posts in public buildings Indeed.com Online

16. Please identify the status with retention of health care providers to your First Nation?

Response	Total
Very Difficult	0
Difficult	4
Somewhat Difficult	4
Not Difficult at All	1

17. If you are experiencing retention difficulties in your First Nation, please indicate why

Response	Total
Level of Pay	8
Lack of Benefits	6
Lack of Career Opportunities	3
Shift Work	0
Work Location	3
Level of Workload/Stress	2
Other Comments (Please Specify)	Lack of opportunity for Full Time employment

18. What are the most difficult health care providers to retain in your First Nation?

Responses
Physicians
Community Health Nurses
Registered Nurses
Compensation
Canadian Addiction Recovery Association (CARA) – Recreation Facilitator, Child Welfare Prevention Services, Ontario Works - Administrator, PSWs
PSWs

19. What health care providers are you experiencing the highest level of turnover?

Responses
All health staff recently turned over except for our medical transportation coordinator
Staffing Space
Personal Support Workers
Mental Health
Registered Nurses
PSWs
Not many turnovers, just unable to fill positions that have been vacant since COVID

21. Identify impacts on the service delivery due to lengthy job vacancies

Response	Total
No impacts	0
Increased wait times	2
Decreased in rate at which service is provided	4
Cancelled services	4
Increased workload	7
Stress/Worker burnout	7
Other (Please Specify)	Job duties usually fall to remaining staff

20. What is the average length of time that a Health Care Provider position remains vacant?

Response	Total
Less than 2 months	1
2-4 months	1
More than 4 months	6

22. Do you anticipate a change in your First Nation's Health Human Resources needs in the next two years (2023-2025)?

Response	Total
Growth	5
Reductions	0
Transformational (change in job description/titles)	1
No Changes Anticipated	2

23. What percentage of health care **need is being met** by the existing number of health care providers in your First Nation?

Percentage	Total
0-20%	1
21-40%	1
41-60%	2
61-80%	4
81-100%	1

24. Has your First Nation undertaken a **Community Health Survey** to document baseline health data for community members?

Response	Total
Yes (0-5 years)	0
Yes (5+ years)	5
No	2
Need Exists in Community	2

25. Are **traditional aboriginal healing methods** integrated into health care in your First Nation?

Response	Total
Yes	5
No	0
Partial	1
Need Exists in Community	3
No Need Exists in Community	0

26. Are **additional Health Human Resources needed** in your First Nation to integrate traditional healing methods into Community Health Services:

Response	Total
Yes	6
No	1
Need Not Identified by Community	1
Other	Culture Coordinator



27. Is **training needed** in your First Nation on traditional health methods?

Response	Total
Yes	6
Community Awareness Training	2
No	1
Other Training	0

28. Are **students from your First Nation** enrolled in the provincial high skills majors program identified and aware of **health career opportunities** that may exist in your community?

Response	Total
Yes	1
No	0
Not Sure	8
Need Exists in Community	0

29. Are community members made aware of the Ontario Native Education Counselling Association (ONECA) **First Nations health careers website**?

Response	Total
Yes	0
No	3
In School	0
Not Sure	6

30. Does your facility have the **capacity to provide care for all eligible patients** requiring care in the services community? If not, what is required to build up facility?

Response	Total
Yes	3
No	4
Examples	More space Additional treatment rooms for visiting providers

31. If adequate funding available, are all roles filled, if not, how long vacant? (Role, Filled, Not Filled, How long vacant, i.e. Physician, RNP, NP, etc.)

Responses
No
Filled Part-Time
Mental Health Vacancies (6+ months)
PSW – High Turnover
Postings for casual workers are ALWAYS open

32. What facilities are within your community?

Facilities	Currently have in community	Current need in community	Future need in community	Successful working agreement for services outside community	Not required in community
Health Centre	8	1	0	0	0
Social Services	5	1	1	0	0
Child & Youth Building	4	3	1	0	0
Elders/Seniors Complex/Services	4	2	0	2	0
Family Services	6	2	0	0	0
Women's Shelter	4	2	0	2	0
Men's Shelter	0	5	0	2	0

Facilities	Currently have in community	Current need in community	Future need in community	Successful working agreement for services outside community	Not required in community
Homeless Shelter	0	6	0	1	0
Treatment Centre - Substance Use	2	5	0	1	0
Treatment Centre - Mental Health/Trauma	2	5	0	1	0
Cultural Centre	1	6	0	1	0
EMS	1	3	0	3	0
Fire Department	3	3	0	2	0
Crisis Response	2	4	0	1	0
Other	<p style="text-align: center;">Recovery Home</p> <p style="text-align: center;">Long Term Care: Aging population and no real supports to keep community members in their homes as they age</p>				

33. Is there a need for facility expansion to increase and/or house current positions within community?

Response	Total
Yes	6
No	2
Yes - # Displaced Workers	1-10

34. What services are brought in community via Telehealth/eHealth?

- Specialist
- Doctor appointments and such
- Psychiatry
- N/A
- None at this time

35. Are there any opportunities to do a mentoring program for the health careers? If yes, which ones?

- Community Health Nurse
- Nurse Practitioner
- Registered Nurses
- Nursing
- PSW
- Outreach
- N/A
- No space in current facility

36. If no to Q#35, what are the barriers to do so?

- Technical People

37. Are there any external providers who provide health services for community? If yes, who and what general services do they provide? (i.e. AHAC - Physicians)

- AHAC Provided Services
- Non-AHAC Visiting Practitioners (i.e. Physicians, NP's, Dentists, Psychologist, Optometry, Children's Services, etc.)

38. What system do you utilize for the data collection for both/ either Electronic Medical Record (EMR) and Administration that is housed internally or externally?

Response	Total
EMR	3
PS Suites	2
Currently looking into programs	2
None in community but with visiting professionals	

39. Do you feel that there is an ongoing need to have a regional worker(s) to support students looking to go into Health Services and/or on-going support with communities for HHR and if yes, any area in particular?

Response	Total
Yes – Students	3
No – Students	1
Yes – Community	1
No – Community	0
Yes – Both	4
No - Both	0

40. If yes to Q#39, what area in particular?

- Students and community need to understand the need and their abilities to fulfill the need.
- Support for applications, clothing, and interview skills are imperative
- Nursing
- Hospital careers
- Mental Health – MSW/RSW
- Psychologist
- Developmental Services
- Nurse Practitioner
- Physicians



AHAC's / Tribal Councils

Surveys have been sent out to all the AHAC's/Tribal Council's, First Nations and PTO's for their input in delivering services to the communities. Not only were surveys sent out to the Health & Social Services field but in the Education and Economic Development Sectors as well requesting to gain everyone's feedback and input as to the potential gaps and strengths in the various areas affecting Health Human Resources (HHR) in the 133 First Nations in Ontario to develop a more in-depth and comprehensive HHR Strategy.



1. What PTO/IFN/Non-Affiliated area do you work in?

Feedback received from 4 different organizations ranging from Northern, Central, and Southern Ontario.

2. What is the total number of **employees or contract workers** in your organization?

Employees	Total
0-60	1
61-150	1
151-175	1
176-200	1

3. What is the total number of your employees or contract workers who **provide direct health care services** to clients?

Employees	Total
0-50	1
51-100	1
101-150	1
N/A	1

4. Do any of your employees or contract workers make **regularly scheduled visits to First Nation communities**?

Response	Total
Yes	4
No	0

5. If yes, which specific professionals (i.e. RPN, RN, Dr, PSW, etc.)

Response	Total
Physician	3
RN	3
Midwife	1
Social Workers	1
Chiropracist	1
Dentist	1
PSW	1
NP	2
RPN	2
Dietician	2
Mental Health	1
PT	1
Dental Hygienist	1
Education	1

6. Did your organization experience an increase, decrease, or remain the same **number of employees or contract workers in the past five years (2018-2023)?**

Response	Total
Increase	4
Decrease	0
Same	0

7. If there was an **increase** in the number of employees or contract workers, please indicate why:

Response	Total
Funding Increase	3
New Programs	3
Work Location Incentives	0
Competitive Wages	2
Recruitment Efforts	3

8. If there was a **decrease** in the number of employees or contract workers, please indicate why:

Response	Total
Funding Cutbacks	1
Program Cancellations	0
Work Location	0
Level of Pay	0
Reduced Recruitment Efforts	1

9. Please identify the **current status in recruiting** employees or contract workers to your organization

Response	Total
Very Difficult	1
Difficult	2
Somewhat Difficult	1
Not Difficult at all	0



10. Which employees or contract workers have proven to be the most challenging to recruit?

- All are very hard positions due to location and pay
- Roles with non-competitive wages
- Roles at the lower pay rates
- Mental Health Counsellors
- Medical Administrative Assistants
- Child & Youth Workers
- Teachers

11. How do you advertise and/or recruit for employees and contract workers?

Response	Total
Own Website	4
Local Newspapers	1
Online Job Postings	4
Professional Recruiter	1
Health Professional Association Website	3
Social Media	3
On-Campus Recruitment	0
Job Fairs	2

12. What method of recruitment has proven to be most effective?

Response	Total
Own Website	0
Local Newspapers	0
Online Job Postings	2
Professional Recruiter	0
Health Professional Association Website	0
Social Media	1
On-Campus Recruitment	0
Job Fairs	1

13. Please identify the current status with retention of employees and contract workers for your organization:

Response	Total
Very Difficult	0
Difficult	2
Somewhat Difficult	2
Not Difficult at all	0

14. If you are experiencing **retention difficulties** in your organization, please indicate what has been stated as to the difficulty:

Response	Total
Level of Pay	1
Lack Of Benefits	0
Lack of Career Opportunities	1
Shift Work	0
Work Location	1
Level of Workload/Stress	0
Other	Competition amongst other health service providers (i.e. hospitals, OHT's, etc.)

15. What are the most difficult positions to retain?

- Non-competitive wages: Mental Health Staff
- Lower wage roles: Medical Admin and child & youth workers
- Psychiatry
- Psychologist
- RPN
- RN
- Teachers

16. In which positions are you experiencing the **highest level of turnover?**

- Medical Administration
- Mental health & addictions
- RN
- PSW
- Teachers (2-4 months)

17. What is the **average length of time** that an employee or contract worker position remains vacant?

- Less than 2 months
- 2-4 months x 2

18. Identify **impacts on your services** due to lengthy job vacancies:

Response	Total
No Impacts	0
Increased Wait Times	3
Decrease In Rate at Which Service is Provided	3
Cancelled Service	1
Increased Workload	3
Stress/Worker Burnout	4
Other	Restrictions on introducing new services.

19. Do you anticipate a change in your HHR needs in the next two years (2023-2025)?

Response	Total
Growth	4
Reductions	0
Transformational (change in job descriptions/titles)	0
No Change Anticipated	0

20. What percentage of Health Care needs are being met by the existing number of employees and contract workers in your organization?

Percentage	Total
0-20%	0
21-40%	0
41-60%	2
61-80%	2
81-100%	0

21. Are there specific HHR needed in your organization?

Response	Total
Yes	3
No	1

22. If yes, please identify by highest priority:

- Additional Primary care providers and mental health staff
- We need to hire more physicians but don't have the funding
- Support services for mental health and addictions

23. What system do you utilize for the data collection for both/ either EMR and Administration that is housed either internally or externally:

- Telus Practice Solutions
- MS 365 eForms
- Powerschool
- EMR Housed Externally



24. Do you feel that there is an ongoing need to have a regional worker(s) to support students looking to go into health services and/or ongoing support with communities for HHR

Response	Total
Yes – Students	0
No – Students	1
Yes – Community	3
No – Community	0
Yes – Both	0
No - Both	0

25. If yes to Q#24, what area in particular?

- Support is needed to get youth interested in health-related careers and to support them while they are in post-secondary programs to be successful.
- Larger health service organizations should be funded to ensure we have a sustainable HHR plan. They are on the ground and know the need.
- Career and capacity development

26. Any additional comments or suggestions?

- Wages need to be competitive



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