



NATIONAL NEWCOMER  
NAVIGATION NETWORK

RÉSEAU NATIONAL DE  
NAVIGATION POUR  
NOS NOUVEAUX ARRIVANTS

# ANNUAL REPORT

## 2022-23

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A Future for Everyone:  
Expanding Our Mandate to  
Promote Equity for  
Newcomer Health  
Professionals





## LAND ACKNOWLEDGMENT

**National Newcomer Navigation Network (N4) is a project that is hosted at CHEO, a pediatric health care and research centre, and funded by Immigration, Refugees and Citizenship Canada (IRCC). CHEO is located in Ottawa, Ontario which is built on unceded Algonquin Anishinaabe Territory. The peoples of the Algonquin Anishinaabe Nation have lived on this territory for millennia and we honour them and this land. CHEO also honours all First Nations, Inuit and Métis peoples for their past and present contributions to this land.**



# TABLE OF CONTENTS

WELCOME MESSAGE	4	COLLABORATE	16
OUR STORY	5	Meeting Place	16
MISSION, VISION, VALUES	6	Community of Practice (CoP)	17
OUR TEAM	7	Actioning CoP Work	20
OUR TOOLS	8	Subject Matter Experts (SMEs)	21
CONNECT	9	Public Data	23
Growing our Network: Outreach and Site Visits	9	2022-23 HIGHLIGHTS	24
Web Analytics	11	LOOKING AHEAD	25
Platform Members	11	STORIES FROM THE FIELD	26
LEARN	12	ADVISORY COMMITTEE	28
Fostering Canadian Integration for Internationally Educated Health Professionals (IEHPs): From Learning to Action	12		
Webinars	14		
Professional Development Events	14		
Resources and e-Learning Libraries	15		
Research	15		
RSS Feed	15		





# WELCOME MESSAGE

April 2022 ushered in an exciting new chapter for N4. Our mandate to promote practices that enhance newcomer equity in accessing and experiencing health and social services was expanded to also examine equity for newcomers who provide those services, specifically internationally trained physicians (ITPs) and internationally trained nurses (IENs). After three years of building partnerships across Canada, developing an online platform and optimizing our team to promote knowledge generation and mobilization, we built upon that key infrastructure to address our new mandate. Our outreach and research approach allowed us to build relationships with additional stakeholders, understand our current state (including barriers that prevent over half of IENs and ITPs from being employed in their field), and use our Community of Practice (CoP) model to launch two working groups to form concrete and actionable recommendations to improve IEN and ITP pathways to optimal employment.

N4 continued its commitment to meaningfully include the voices of lived experience in our work. We purposefully sought out IEN and ITP perspectives, recruited representatives to the CoP Working Groups, and formed IEN and ITP Consulting Groups that reviewed and validated the current state and recommendations. We also recognized the important role employers play in ensuring the integration of IENs and ITPs in the workplace. Based on research and interviews, N4 published a [toolkit](#) which provides health care employers with resources, promising practices, strategies, and tools to support IEN and ITP recruitment and retention.

Early in our consultations, we heard how non-clinical skills can impede IENs and ITPs along the pathway to licensure and employment. We leveraged our educational partnership with Saint Paul University, to co-design and launch a new online program for IEHPs, [Fostering Canadian Integration for Internationally Educated Health Professionals \(IEHPs\): From Learning to Action](#). The 12-week program was offered in both English and French and demonstrated that awareness of the Canadian health care system and its expectations regarding communication and other soft skills can be taught and facilitate IEN and ITP pathways to employment.

While the attention upon IENs and ITPs was considerable, N4 continued to champion best practices in service delivery to newcomers. Our [N4 subject matter experts \(SMEs\)](#) and others provided webinars, we curated educational and professional development resources, and continued our communication and knowledge mobilization for our CoP tools ([pan-Canadian interpretation standard](#), [Afghan](#) and [Ukrainian toolkits](#), and [letter template](#) to advocate for newcomer children housed in hotels to be enrolled in school). We partnered on several research projects to advance knowledge in the field of newcomer navigation and played a role in disseminating this knowledge to front-line professionals. We were honoured to also be featured in publications and conferences.

We are extremely proud of our team and their accomplishments. We look forward to continuing our advancements of equity for newcomers; both for patients and clients, as well as service providers.



**Christine Kouri**  
Manager



**Sahar Zohni**  
Project Manager

## OUR STORY

N4 is a national network for the diversity of providers who assist newcomers in navigating the complex Canadian health care and social service systems. We provide opportunities for professional development, education, virtual discussions, networking, and the sharing of data and resources. We aim to promote best practices in the field of newcomer navigation, with the ultimate goal of improving the experience of newcomers to Canada.

From 2019 – 2022, N4 successfully built a robust network of professionals from diverse sectors and geographies passionate about advancing health equity and improving their services to meet the needs of those newest to Canada. In April 2022, IRCC expanded N4's mandate to target inequities for newcomers in being optimally employed within health care, a key strategy in tackling the health human resource crisis in Canada. N4 is currently leveraging its platform and tools to address the barriers for internationally educated health professionals (IEHPs) in being optimally employed. In order to ensure all stakeholders can benefit from N4, membership and access to our tools are fully sponsored by our funder and therefore free.



“

**“Newcomers are an integral part of our communities. Their full inclusion in our health care workforce will help us address staffing shortages, while also incorporating richly diverse voices of lived experience and better supporting other newcomers.”**

ALEX MUNTER, CEO AND PRESIDENT, CHEO

## OUR MISSION

### Vision

For Canadian newcomers to have a consistent and equitable experience in navigating health and social services during their settlement.

### Mission

To create a national platform for newcomer-serving professionals to connect, learn, and collaborate around newcomer navigation.

### Our Values

- Diversity
- Collaboration
- Inclusion
- Innovation

“

“CHEO has a proven track record of ensuring health and social service sector professionals have the knowledge and tools they need to provide equitable care and services to newcomers. We are pleased to continue working with the National Newcomer Navigation Network to support health care professionals educated abroad in securing jobs in Canada’s health care sector. These services will help more newcomers succeed, while also helping to build a better future for all Canadians.”

MARIE-FRANCE LALONDE,  
PARLIAMENTARY SECRETARY TO THE  
MINISTER OF IMMIGRATION, REFUGEES  
AND CITIZENSHIP



# OUR TEAM



**Christine Kouri**  
Manager



**Sahar Zohni**  
Project Manager



**Ronny Santos**  
Business Systems  
Analyst



**Lauren Provost**  
Finance Officer



**Mariah Maddock**  
Partnership Development  
& Engagement Lead



**Andrew Tomayer**  
Education Coordinator



**Colleen Drake**  
Project Engagement  
Coordinator



**Cat Goodfellow**  
Research Coordinator



**Lishai Goldstein**  
Communication &  
Engagement Specialist



**Sage Mosurinjohn**  
Graphic Designer



**Stephanie Rochette**  
Project Officer



**Catherine Penney**  
Quality Improvement  
Specialist



# OUR TOOLS



## CONNECT

**Member directory:** Searchable and sortable contact database of N4 members

**Meeting Place:** Online discussion forum to exchange ideas and resources

**Events calendar:** Upcoming N4 and partner educational offerings



## LEARN

**N4-hosted webinars and professional development series:** Live sessions and access to recorded ones

**E-learning:** Catalogue of N4 and partner trainings

**Resource toolkit:** Library of news, research articles, and tools

**Data tool:** Key public and member-driven data to facilitate evidence-based decision making

**N4/Saint Paul University programs:**

Online certificate programs to enhance non-clinical skills of IEHPS and those needed in order to promote newcomer equity

**Conferences:** Intersectoral knowledge mobilization events

**RSS feed:** News from organizations involved in the recruitment and retention of IEHPS



## COLLABORATE

**N4 Community of Practice:** Time-limited working groups producing evidence based, outcome-driven, and impact-focused deliverables to address the root causes of inequities for newcomers

**Subject Matter Experts (SMEs):**

Volunteers providing expertise to N4 members



# Growing our Network: Outreach and Site Visits

## 2022-2023 OUTREACH NUMBERS

# of Organizations Reached

**118**

# of Professionals Engaged

**213**

# of Provinces Visited

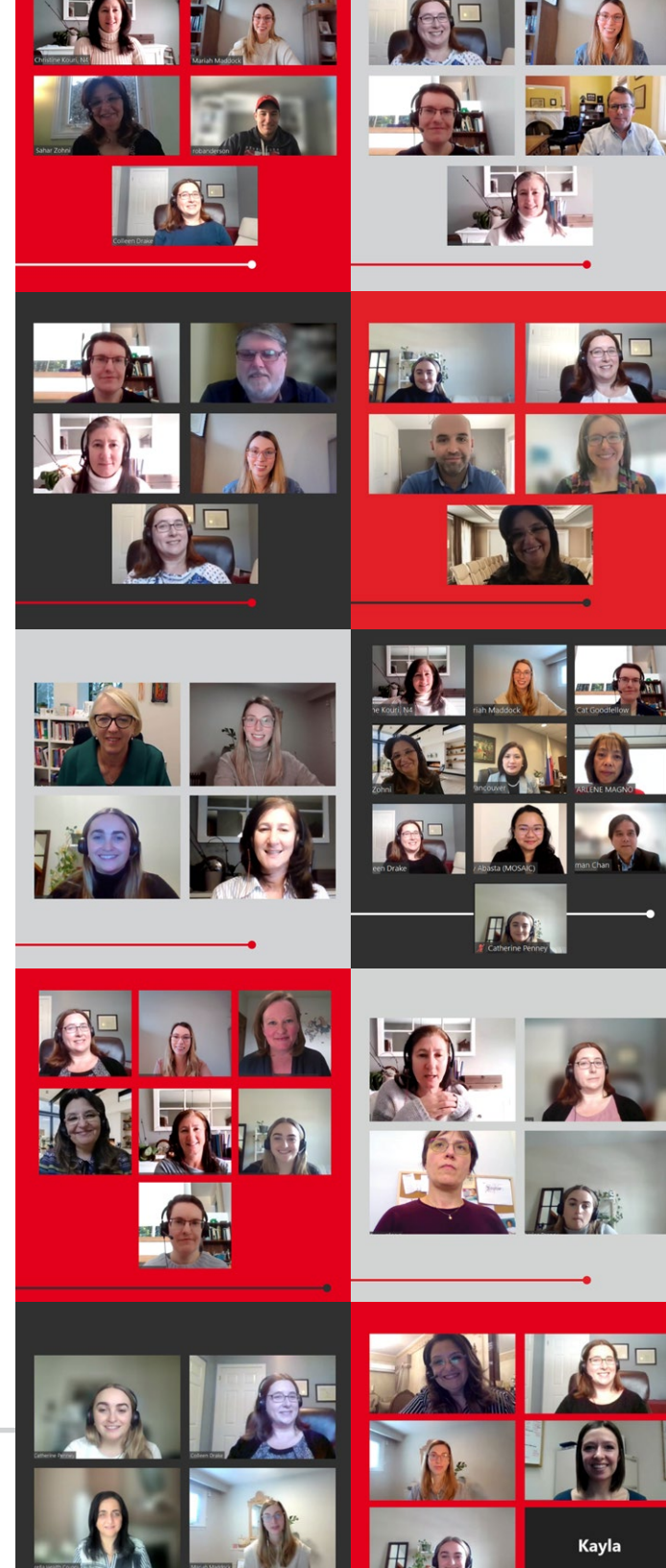
**10**

## SITE REPORT DATA COLLECTION:



September 2022 -  
January 2023

To learn more, read our full site visit report: ["A Missing Part of Me:" A Pan-Canadian Report on the Licensure of Internationally Educated Health Professionals](#)



Kayla



# Partners, Learning Contributors and Navigation Network

CONNECT





## Web Analytics

# of Web Visits:

**280,171**

# of New 2022-2023 Web Visits:

**61,520**

# of Newsletter Subscribers:

**5,203**

## Platform Members

Began welcoming members in May 2020

# of Members:

**1,312**

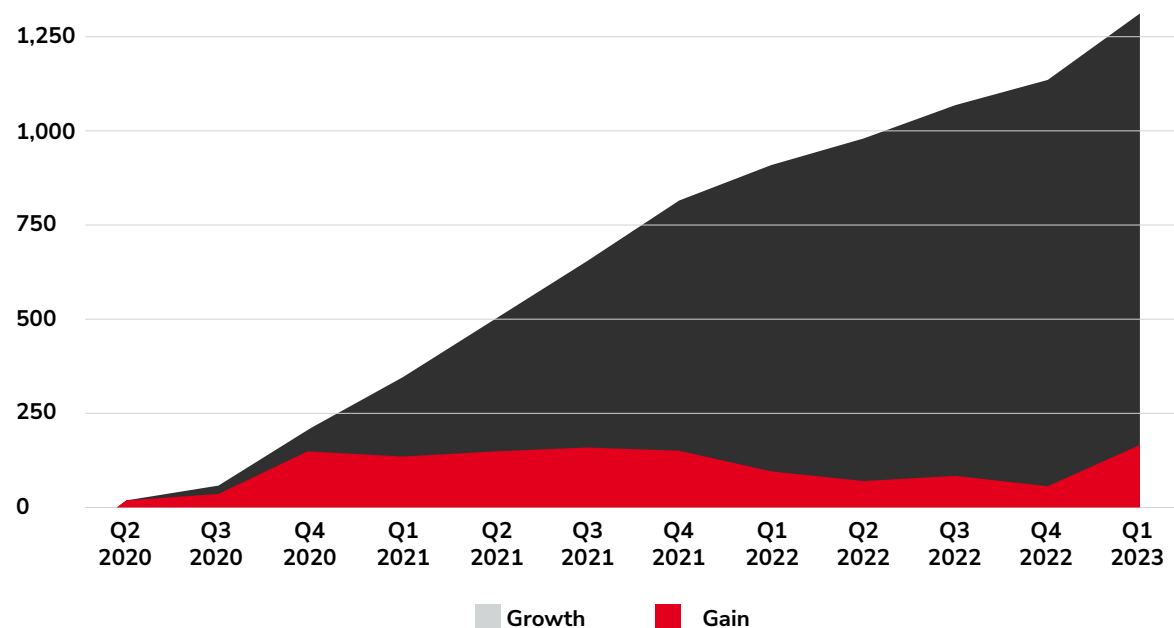
# of Cities:

**116**

# of Provinces & Territories

**12**

## Overall Growth vs. Quarterly Gain



## Fostering Canadian Integration for Internationally Educated Health Professionals (IEHPs): From Learning to Action

### AN ONLINE PROGRAM IN PARTNERSHIP WITH SAINT-PAUL UNIVERSITY

The N4/SPU online program for IEHPs, *Fostering Canadian Integration for Internationally Educated Health Professionals (IEHPs): From Learning to Action*, launched in September 2022 and found success in helping IEHPs gain a greater understanding of the Canadian context in the health care sector to support their optimal employment.

The SPU program is based on an integrated development model that stresses knowledge, skills and identity (who I am and who I am becoming). The program's content allows students to build on their expertise to develop skills and knowledge for integration in Canada while forming a learning community through exercises of personal development and reflective practice (peer mentoring, reflective learning journals, discussion forums).

The program includes a variety of foundational content, including that based around self-reflection, understanding the Canadian mosaic of cultures, and other topics to prepare them for employment in the Canadian health care system. Interest and enrollment were pan-Canadian and from multiple professional groups.

#### TOTAL # OF PRE-REGISTRATIONS

# 674

(across all three cohorts)

#### TOTAL # OF REGISTRANTS

Cohort 1 (English)

# 53

Cohort 2 (English)

# 59

Cohort 2 (French)

# 43



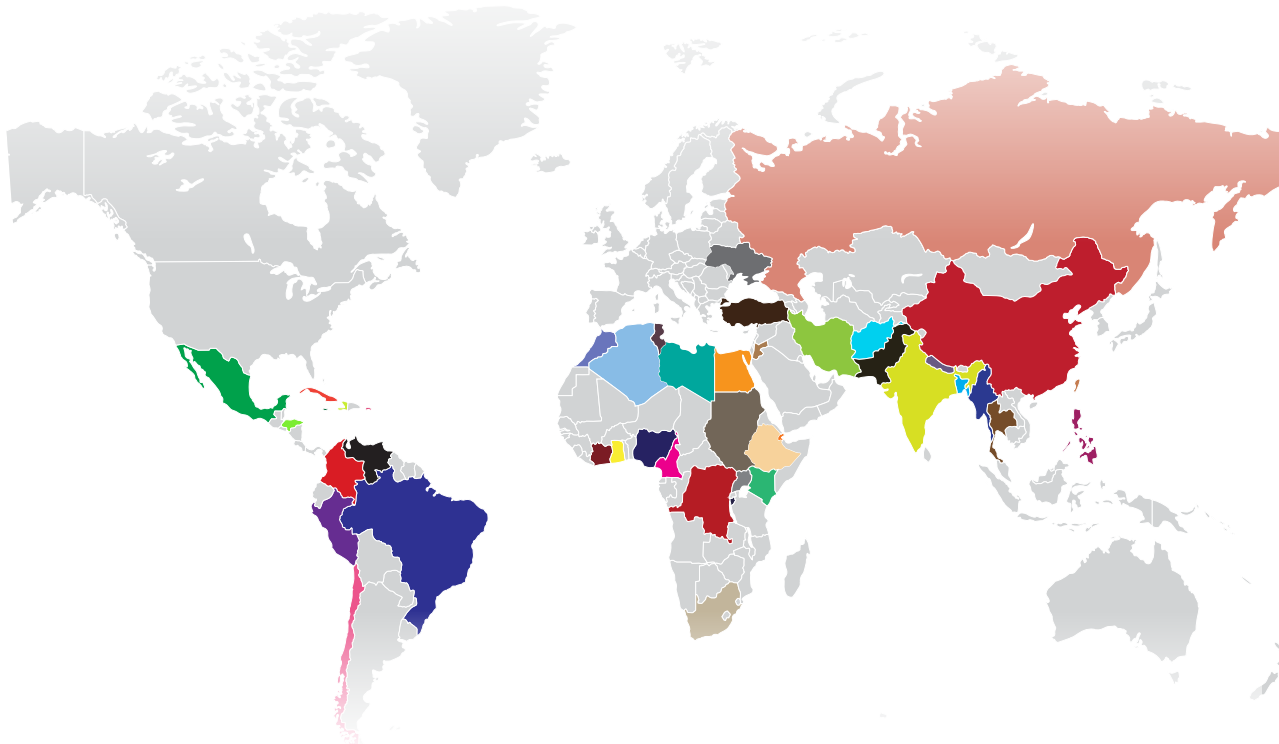
“It has been a wonderful experience for me, having the opportunity to share ideas and interact with intellectuals, and realizing that I am not alone in this journey makes me feel a sense of belonging and oneness. I believe the program has impacted positively in my career by making it easier for me to understand the way the Canadian health care system works and how one can easily integrate into the system.”

FAITH CHIAGHANA, INTERNATIONALLY EDUCATED NURSE (IEN)  
WELLAND, ON  
COUNTRY OF ORIGIN: SOUTH AFRICA

## SPU Candidates Across the World

### 43 COUNTRIES OF ORIGIN FOR THE 140 CANDIDATES

● Afghanistan	● Libya	● Cuba	● South Africa
● Algeria	● Mexico	● Djibouti	● Sudan
● Bangladesh	● Morocco	● Egypt	● Syria
● Brazil	● Myanmar	● Ethiopia	● Taiwan
● Burundi	● Nepal	● Ghana	● Thailand
● Cameroon	● Nigeria	● Haiti	● Tunisia
● Chile	● Pakistan	● Honduras	● Turkey
● China	● Peru	● India	● Uganda
● Colombia	● Philippines	● Iran	● Ukraine
● Congo [DRC]	● Russia	● Jamaica	● Venezuela
● Cote d'Ivoire	● Saint Kitts and Nevis	● Kenya	



“I am absolutely sure that the program will help in my professional growth, because I have qualified mentors and a program that gives a broader view from the inside of the Canadian health care system.”

MYKOLA MELNIK, INTERNATIONALLY TRAINED PHYSICIAN (ITP)  
PARRY SOUND, ON  
COUNTRY OF ORIGIN: UKRAINE



## Webinars

(APRIL 2022 - MARCH 2023)

Total # of Webinars

21

# of Presenters

37

Total # of Attendees

1,621

% of post-webinar survey respondents who agree/strongly agree that as a result of the webinar, there was new knowledge gained that was applicable to their work

82%

## Professional Development Events

(APR 2022 - MAR 2023)

Ethicist-led Case Discussions

**FULL  
REGISTRATION**

*Ethical and Legal Considerations of Consent and Privacy.  
Led by Dr. Michelle Mullen.*

% of professional development series attendees who agree/strongly agree that as a result of the ethicist led case discussion, there was new knowledge gained that was applicable to their work

86%

Professional Development Series

**FULL  
REGISTRATION**

*Professional boundaries for front-line staff working with  
refugees and other newcomers to Canada.  
Led by Dr. Tanya Lentz.*

% of professional development series attendees who agree/strongly agree that as a result of the professional development series, there was new knowledge gained that was applicable to their work

100%



## Resources and e-Learning Libraries

(APRIL 2022 - MARCH 2023)

Timely and responsive to emerging themes identified in learning framework, vetted, avoiding duplication, curation of existing elearning and resources

# of eLearning Courses Added

151

# of English Resources Added

655

# of French Resources Added

190

# of Total Resources Added

845

## Research

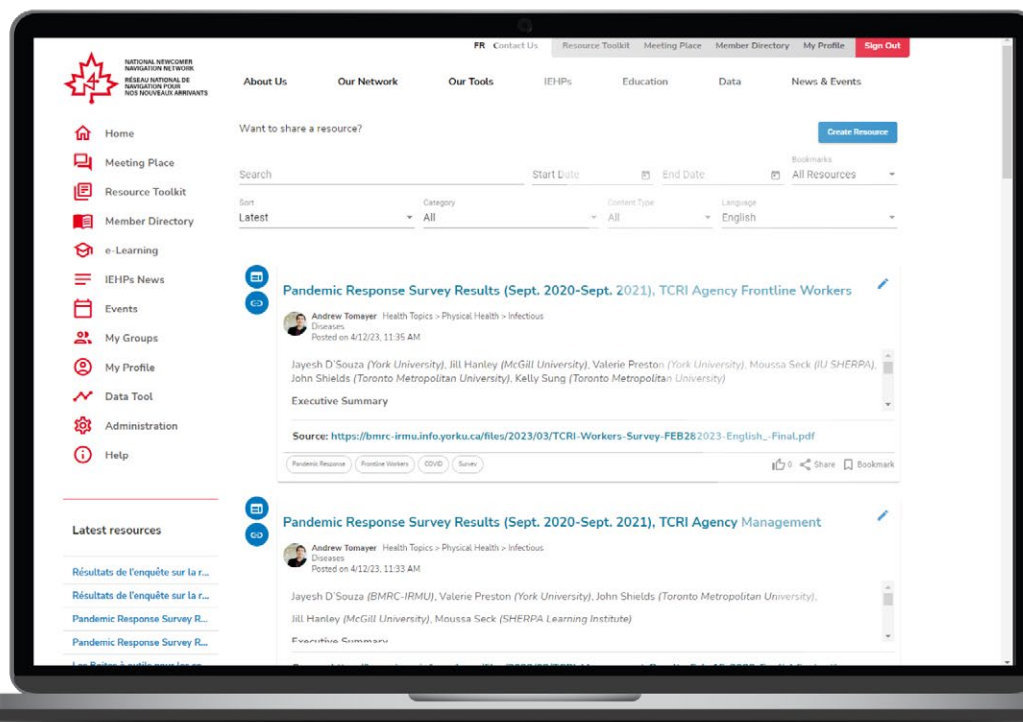
The collaborations between Saint Paul University and N4 have continued strongly with the IEHP program as well as the previous certificate program, *Certificate in Ethics and Contemporary Social Issues, Immigration and Integration*. We have submitted our research on two of the student cohorts and have submitted our paper, *Impact Analysis of National Newcomer Navigation Network and Saint Paul University's Online Program in Newcomer Navigation* to Elsevier's Journal of Migration and Health on January 12, 2023. The submission is currently under review

## RSS Feed

(AS OF MARCH 31, 2023)

# of News Articles

372





## Meeting Place

### CONVERSATION CAFÉ

We've begun leveraging our members-only discussion forum, Meeting Place, to provide IEHPs with a forum for engagement and allow peer-to-peer support among IEHPs.

# of Members Engaged

35

# of Posts

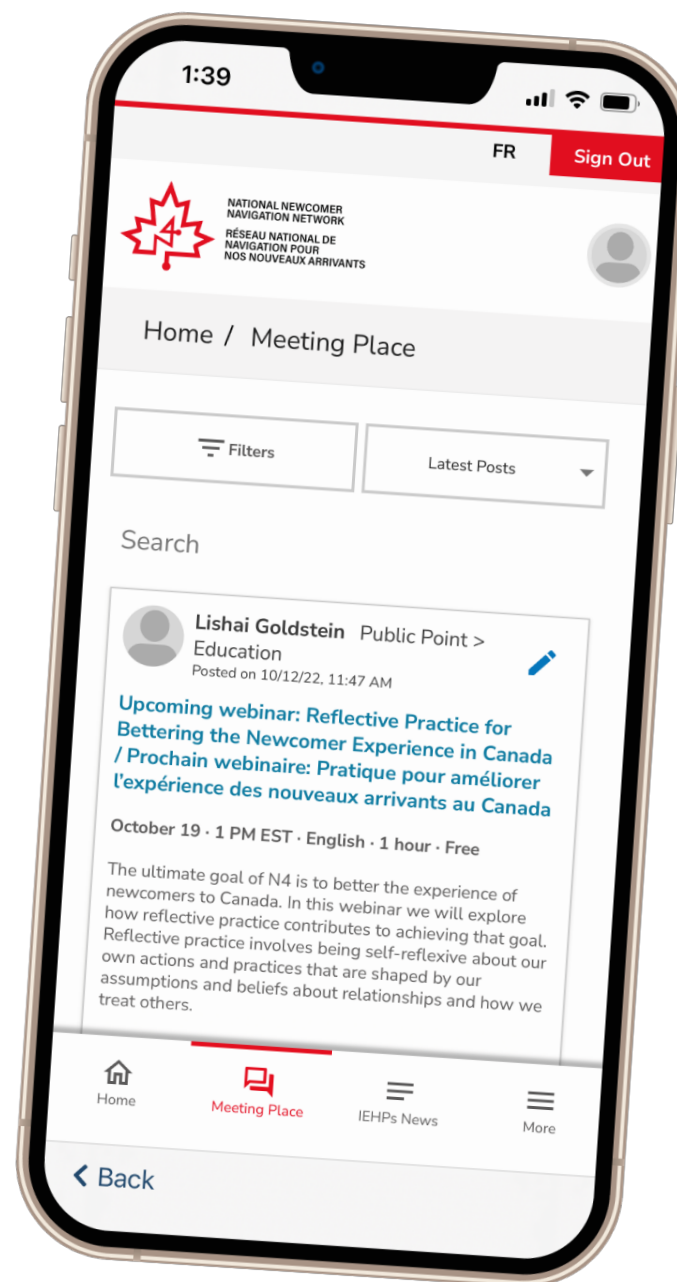
29

# of Main Topics Covered

3 IEHP RELATED NEWS, ITP/ IEN WORKING GROUP DOCUMENTS FOR MEETINGS, N4 WEBINAR/N4 PARTNER WEBINAR REGISTRATION DETAILS

# of SPU Champions

6 SPU CHAMPION: IEHPs WHO HAVE COMPLETED THE SPU PROGRAM AND ARE LEADING THE DISCUSSIONS







## Community of Practice (CoP)

N4's Community of Practice (CoP) is guided by a [Steering Committee](#). The CoP Steering Committee is co-Chaired by Douglas Olthof, National LIP Secretariat and Dr. Timothy Holland, Newcomer Health Clinic Nova Scotia and includes diverse cross-sectoral and geographic representation. The Steering Committee meets quarterly to review the progress of the working groups and provide advice on their structure, methodology, and knowledge translation strategy so that their energy and work may inform and influence policies and practices.

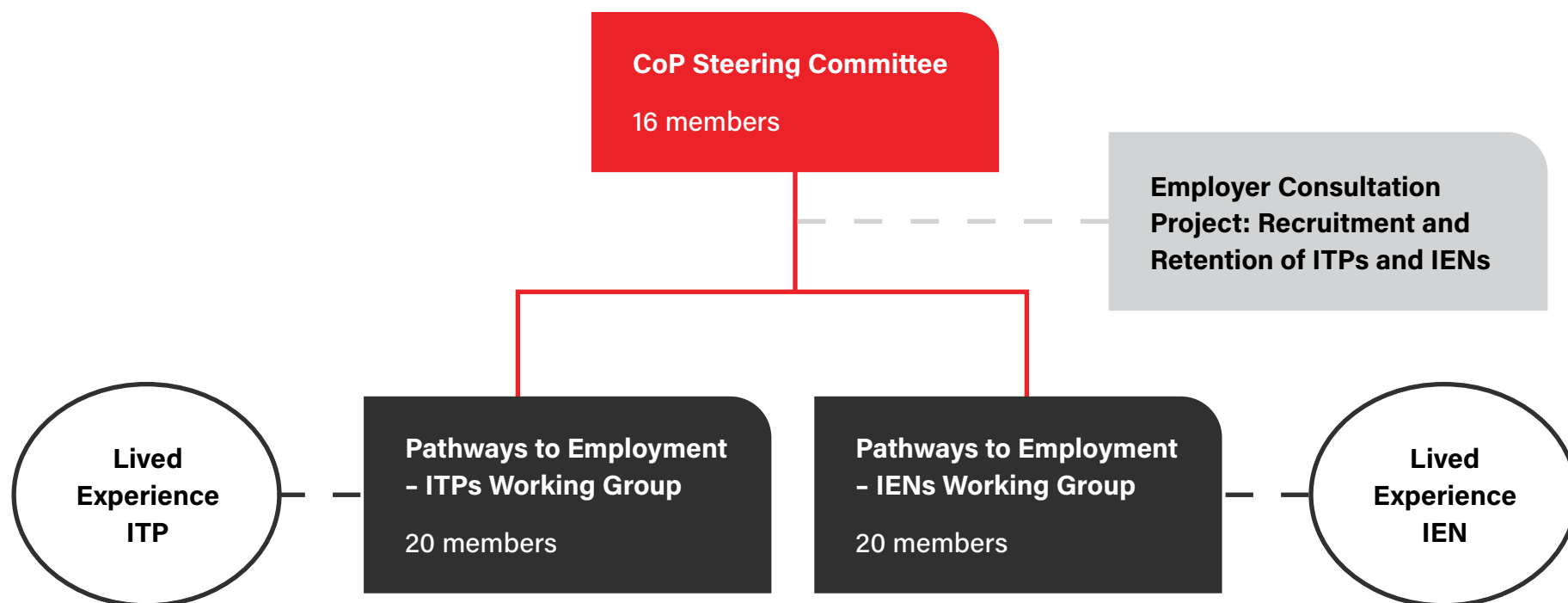


**DOUGLAS OLTHOF,  
CO-CHAIR**  
National LIP  
Secretariat



**DR. TIMOTHY HOLLAND,  
CO-CHAIR**  
Newcomer Health Clinic  
Nova Scotia

### COP STRUCTURE: CURRENT IEHP WORK



Beginning in April 2022, N4 recruited members to join the *N4 CoP Working Group – Leveraging IENs to Close Health Care Labour Market Gaps* and the *N4 CoP Working Group – Leveraging ITPs to Close Health Care Labour Market Gaps*. To ensure diverse geographic and sectoral representation, members were recruited from coast-to-coast and represented settlement organizations, bridging programs, credential assessment and verification organizations, regulatory authorities, faculties of medicine, schools of nursing, ministries of health, academic institutions, policy/research organizations, and lived experience. A total of over 20 individuals representing 18 organizations across Canada were recruited to both the CoP ITP and IEN Working Group.

**N4 IEN WORKING GROUP**



**N4 ITP WORKING GROUP**



**IEN CONSULTING GROUP:**

Number of Members:  
**12**

Average # Years in Canada

**4 Years**

Provinces Represented:

**5** ONTARIO, BRITISH COLUMBIA, NOVA SCOTIA, ALBERTA AND NEW BRUNSWICK



**JENNIFER LOPEZ**  
IEN Lived Experience  
Consulting Group Chair

**ITP CONSULTING GROUP:**

Number of Members:  
**8**

Average # Years in Canada

**9 Years**

Provinces Represented:

**4** ONTARIO, NOVA SCOTIA, ALBERTA AND SASKATCHEWAN



**DR. AHMAD ALKHATIB**  
ITP Lived Experience  
Consulting Group Chair



The ITP CoP Working Group met on a monthly basis from August to March 2023. Over this time period, the Working Group validated barriers/ facilitators to optimal employment for ITPs, visioned towards ideal states and ultimately co-developed a set of 24 concrete and actionable recommendations that will improve the pathways to optimal employment for ITPs. A full recommendation report will be published on April 19, 2023.

The IEN CoP Working Group met on a monthly basis from October to March 2023. Over this time period, the Working Group validated barriers/ facilitators to optimal employment for IENs, visioned towards ideal states and ultimately co-developed a set of 22 concrete and actionable recommendations that will improve the pathways to optimal employment for IENs. A full recommendation report will be published on April 26, 2023.

In February 2023, N4 published a report, [“A Missing Part of Me” A Pan-Canadian Report on the Licensure of Internationally Educated Health Professionals](#). This report explores the barriers that IEHPs experience on their path to licensure in Canada, as well as some facilitating factors. The research is the result of individual and organization stakeholder visits that N4 conducted in 2022 and provides a snapshot of the everyday realities of front-line and lived experience professionals at this time.



In March 2023, N4 published a report, [Tapping Canada's Hidden Health Care Talent Pool: Tips and Tools to Recruit and Retain International Experience](#), and an accompanying toolkit. The report and toolkit consist of resources, promising practices, strategies, and tools to support the recruitment and retention of IEHPs into Canadian health care organizations. N4 engaged with over 20 health care organizations across Canada, including acute care, community health, long-term care, health authorities and government.





## Actioning CoP Work

### POSITION PAPER ON ACCESS TO PROVINCIALY-FUNDED INTERPRETATION SERVICES

In consultation with healthcare and settlement providers across Canada, the National Newcomer Navigation Network (N4) developed a proposed national standard and an accompanying set of recommendations to address language barriers for newcomers. [This position paper](#) calls for an interpretation approach which can be implemented nationally to promote safe, equitable and positive healthcare access and experiences for newcomers. N4 continued to champion our position paper on interpretation through a government relations strategy to advance uptake at the provincial level.

1,654

Page views

169

Downloads

359

Engagements



Afghan Resettlement Toolkit

### AFGHAN REFUGEE TOOLKIT

This [Afghan Refugee Toolkit](#) was compiled by an N4's Community of Practice Working Group to support professionals from healthcare, settlement, education and other public-serving sectors in providing equitable access and services to Afghan newcomers. The Working Group sought to pull together high-quality existing resources into a single source.

613

Afghan toolkit downloads



PAN-CANADIAN STANDARD FOR HEALTHCARE EQUITY  
The Case for Provincial Interpretation Services



Ukraine Evacuee Toolkit

### UKRAINIAN EVACUEE TOOLKIT

The [Ukrainian Evacuee toolkit](#) provides some context about the current crisis in Ukraine and will assist providers in helping newcomers connect with the Ukrainian-Canadian community and understand the immigration options available to them.

1,906

Ukrainian toolkit downloads.



## Subject Matter Experts (SMEs)

N4 recruits SMEs in key newcomer navigation topics with whom N4 and its members can consult and collaborate.

### # of SMEs welcomed this year

# 11

- **Tanvir Turin Chowdhury**, Associate Professor, University of Calgary
- **Tamara Mosher-Kuczer**, Certified Specialist, Lighthouse Immigration Law
- **Joyce Kristjansson**, Acting Executive Director, Association of Regulated Nurses of Manitoba
- **Sherman Chan**, Director of Family & Settlement Services, MOSAIC BC
- **Mohja Ali**, Manager, Employment & Bridging, SANS
- **Inge Schabort**, Associate Professor, McMaster University
- **Dr. Kwadwo Kyeremanteng**, Department Head of Critical Care, The Ottawa Hospital
- **Jennifer Lopez**, President, Integrated Filipino Canadian Nurses Association (IFCNA)
- **Michaël Séguin**, Assistant Professor, Providence School of Transformative Leadership and Spirituality at Saint Paul University
- **Ann Curry-Stevens**, Professor, Faculty of Social Work, Wilfrid Laurier University
- **Joan Atlin**, Director Strategy, Policy, Research, WES

### total # of SMEs

# 31





## Public Data Page

Through the [public data page](#), N4 visualizes and explains complex data sets (such as government immigration statistics), spotlights lessons learned from the evaluation of programs and sheds light on new and emerging issues. In an appealing visual format, these data pieces can be used by a wide range of N4 stakeholders to support planning, advocacy and grant writing. Later in the year, the addition of a graphic designer to the N4 team created new opportunities for interesting data visualization.

Between June 2022 and March 2023, N4 published seven public data entries on the following topics (listed chronologically by newest entry):

### KEY ARRIVAL DATA FROM OPERATION UKRAINIAN SAFE HAVEN

**4,327** Ukrainian evacuees have been assisted at Toronto Pearson Airport and over the phone since January 31, 2023



**18%**

Under 18 years old

**73%**

Between 18 and 49 years old

**8%**

Over 49 years old

**56%**

Male

**44%**

Female



**86%**

have no family or friend connections in Canada

**31%**

arrived from Ukraine

**32%**

arrived from Poland

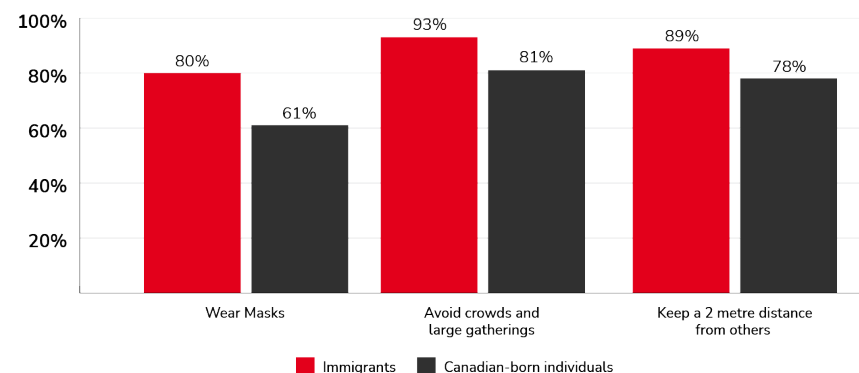
Services provided by CUIAS Immigrant Services in Toronto

### JOB MARKET OUTLOOK FOR HEALTH CARE WORKERS 2023



2023 Job Market Outlook for Nurse Aides and Orderlies

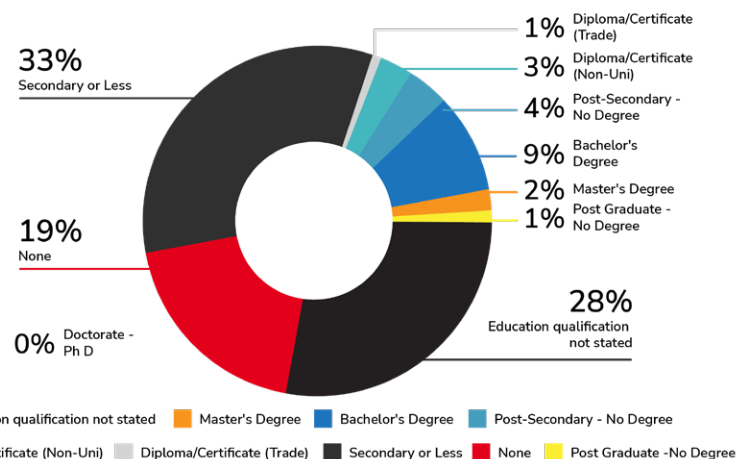
### COVID-19 PRECAUTIONS AND THE IMPACT OF COVID-19 ON MENTAL HEALTH OF NEWCOMERS AND RACIALIZED CANADIANS



Immigrants Taking More COVID-19 Precautions, More Worried About Being Target of Unwanted Behaviours

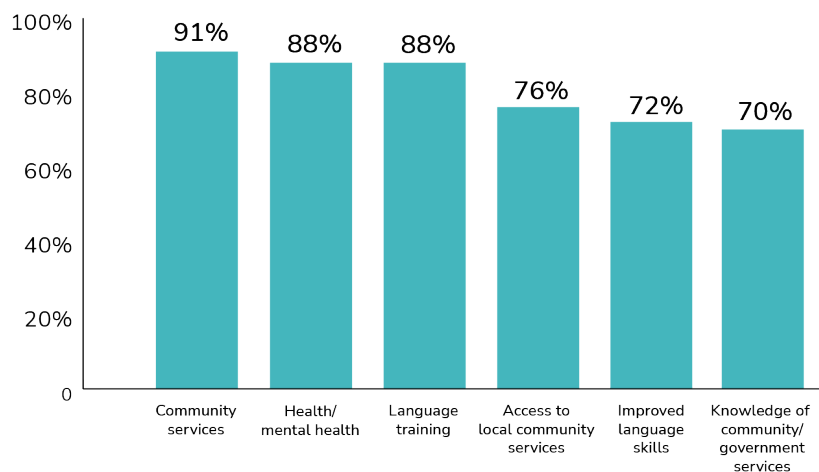


## ADMISSIONS OF AFGHAN REFUGEES: EXPLORING THE #WELCOMEAFGHANS COMMITMENT



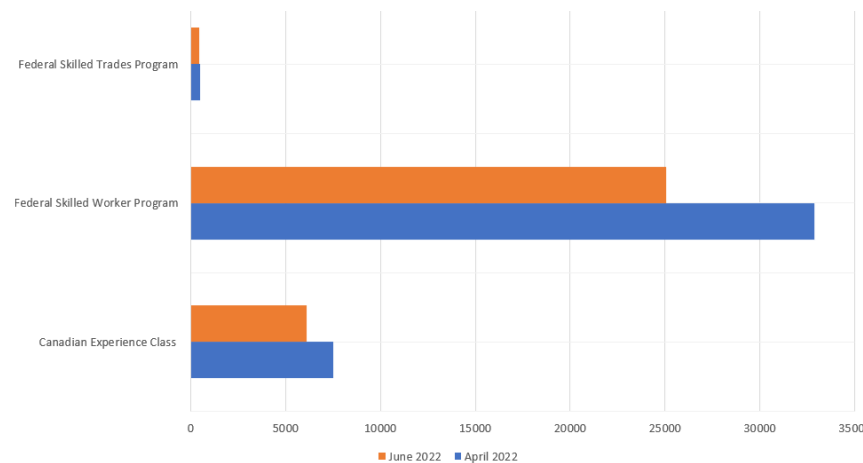
Education Levels of Afghan Arrivals in 2021 & 2022

## EVALUATION OF THE SETTLEMENT WORKERS IN SCHOOLS (SWIS) PROGRAM



Most Common Referral Made By SWIS Workers

## CURRENT BACKLOG OF IMMIGRATION APPLICATIONS



Express Entry Visa Applications by Subcategory

## DATA ON LGBTQ+ IMMIGRATION

### Why do LGBTQ+ Immigrants Come to Canada?

June is Pride month, when individuals and community groups across Canada celebrate advances made in the area of LGBTQ+ rights, as well as continue to fight for equity in areas where work remains to be done. This month, the public data page is shining a spotlight on some of the data surrounding LGBTQ+ immigration to Canada. Around the world, people are forced to leave their homes due to persecution based on their sexual orientation, gender identity or expression, sex characteristics or their HIV status. This is sometimes known as SOGIESC (sexual orientation, gender identity and expression, and sex characteristics) persecution. SOGIESC persecution can be based on real or perceived characteristics. It complicates legal matters like seeking asylum.





# 2022-23 HIGHLIGHTS

## Conference Contributions

N4 was honoured to be invited to contribute to many local, provincial and national conferences and special events. These included:

- Society of Rural Physicians of Canada, Workshop: National Newcomer Navigation Network - A Tool for Family Physicians to Promote Health Equity for Newcomers in Rural, Remote and Northern Communities, April 2022
- Canadian Health Care Navigators Conference; Presentation: The National Newcomer Navigation Network Community of Practice model, April 2022
- Saint Paul University Conference - Enhancing Transformative Leadership Across the Healthcare And Social Services Sectors, June 2022
- Canadian Public Health Symposium, Supporting Intersectoral Collaboration to Promote Health Equity in Immigrants and Refugees: Findings From a Pan-Canadian Needs Assessment, June 2022
- Pathways2Prosperity Conference, Poster Presentation: Developing a National Standard for Interpretation Services Through an Intersectoral Working Group, November 2022
- A Virtual Event hosted by Windsor Essex Local Immigration Partnership in collaboration with the Hamilton Immigration Partnership Council and Waterloo Region Immigration Partnership;
  - Panelist: A Virtual Panel Conversation on How You Can Provide Equitable Services to Newcomers to Canada, January 2023
  - Partners in Integration and Education of Internationally Educated Nurses; Presentation: Leveraging IENs to Close Health Care Labour market gaps, February 2023
  - Metropolis Summit “25 years of conversation around migration: Our Legacy, our future”,
    - Poster: Developing intersectoral toolkits to support Afghan and Ukrainian integration;
    - Poster: Understanding the Impact of the N4-SPU Online Program in Newcomer Navigation;
    - Presentation: National Newcomer Navigation Network (N4) Community of Practice Steering Community: Addressing Emerging Policy Needs Through Research, Recommendations and Toolkits, March 2023
  - Saint Paul University Celebration for Transformative Women Leaders, Keynote address: Introducing National Newcomer Navigation Network, March 2023
  - Birchmount Conferences Group Inc. Recruitment & Retention in Hospitals in Canada, Webinar: Recruiting and Retaining Internationally Educated Healthcare Workers, March 2023





## Research

Research informs policy, management and care through our healthcare and social service systems. Over the last year, we continued to collaborate with academics, researchers and stakeholders from across Canada on several research projects including:

- Co-design and Evaluation of a Patient Navigator Intervention for Migrant Children and Youth with Special Healthcare Needs (CYSHCN) Experiencing Care Transition (Research Institute of the McGill University Health Center)
- Impact Analysis of National Newcomer Navigation Network and Saint Paul University Online Program in Newcomer Navigation (Saint Paul University and the National Newcomer Navigation Network)
- Understanding Healthcare Experiences of families of Children with Inherited Metabolic Diseases who face barriers to participation in research (School of Epidemiology and Public Health, University of Ottawa)
- Fostering a culture of Inclusion: Assessing EDI practices in Ontario Community-Based Settlement Agencies Leadership and Spirituality (Saint Paul University and National Newcomer Navigation Network (N4))
- Characterizing Canada's Healthcare System (Canadian Refugee Health Network and Refugee Health YYC, University of Calgary)



# LOOKING AHEAD

N4 will be launching the ITP and IEN recommendation reports. This will be followed by the development of visual pathways as a tool for IENs and ITPs and those who support them along their journey to licensure. The [Employer Toolkit](#) will be supplemented by a checklist to ensure employers have the tools and infrastructure to support the recruitment and retention of newcomer staff. N4 will also champion the uptake of the recommendation reports through communication and knowledge mobilization plans, supporting by the continued participation of our working and consulting groups.

We're excited to welcome IEHPs to the three additional cohorts of our online program with Saint Paul University, [Fostering Canadian Integration for Internationally Educated Health Professionals \(IEHPs\): From Learning to Action](#). Participation will continue to be fully subsidized, thanks to the generous support of IRCC. French and English streams will both be offered, and are anticipated to begin in September.

Finally, we'll continue to advance the knowledge mobilization of our newcomer patient/client focused CoP products, including our toolkits to support the resettlement of [Afghan](#) and [Ukrainian](#) newcomers, [our letter to support the enrollment of refugee children in school](#), and our [provincial standard on interpretation position paper](#).





# STORIES FROM THE FIELD

Each month, N4 features a member and an organization to foster intersectoral collaborations.

## FEATURED MEMBER: TIM GUEST



Tim Guest is the CEO and Past President of the Canadian Nurses Association (CNA) and the former board member of several other nursing associations and colleges

across Canada. Now in his fourth decade as a registered nurse (RN), he has applied his nursing and management skills in rural and urban organizations to direct care, clinical nursing unit management, and executive leadership, as well as health care consulting, and now nursing advocacy and policy at the national level.

When Tim graduated with his Diploma in Nursing from Red Deer College, the nursing jobs in Alberta were limited. As a result, Tim worked as a float nurse, giving him valuable experience in different work environments, recalling “there isn’t an area of the hospital that I didn’t work in.” It was during this time that he became involved in the local nurses’ union, sparking his interest in advocacy and system-level change and which ultimately led to his decision to pursue a management track and continuing education, including a post-RN

Bachelor of Science in Nursing and a Master of Business Administration.

Much of Tim’s management career involved roles with regular connections to direct care and allowed him to still be closely involved in clinical practice. “While I didn’t work at the bedside, I was more closely involved and continued to participate in decision-making that was really informed by direct care nurses.” He frequently sat down with nurses for coffee to understand the challenges that they were facing on the floor and used this perspective to inform decision-making.

“If you want to make decisions that impact individuals, if they are given an opportunity to influence the decision, they will be more willing to accept the change and come along with you. Leaders need to have conversations with people, and they need to have an understanding of the decisions they make and how they impact the teams for you to be a reputable leader.” This approach has continued to shape his leadership philosophy to this day – while one-on-one coffee chats may be more challenging as the CEO of the CNA, Tim regularly speaks to groups of nurses and incorporates opportunities for dialogue into his travels across Canada to better understand the issues that they’re facing.

[Learn more about Tim Guest](#)

## FEATURED ORGANIZATION: MANSO



The Manitoba Association of Newcomer Serving Organizations (MANSO) is a non-profit umbrella organization for more than 70 settlement service providers

in Manitoba. MANSO acts as a voice for the Manitoba settlement and integration sector, as well as supporting its members through communication, networking and professional development activities.

In recent years, MANSO examined how its own structures and practices as an umbrella organization can be improved to ensure an anti-oppressive approach, and how MANSO can support members in their work toward this goal. MANSO recognizes individual, institutional and systematic barriers, racism, and interlocking systems of social oppression, and it is committed to being a leader in supporting and valuing the diversity of the people, organizations, and communities it serves.

[Learn more about MANSO](#)

# N4 ADVISORY COMMITTEE

Our [Advisory Committee](#) is comprised of 15 individuals with expertise across various sectors, including pediatric and adult health care, education, immigration, as well as individuals with lived experience as newcomers to Canada. Three N4 staff members help to coordinate the committee. The committee is diverse in composition and includes individuals across participating provinces in Canada.

Name	Organization	Position	Location	Committee Position
<b>Chairs</b>				
Dr. Annalee Coakley	Mosaic Refugee Health Clinic	Medical Director	Calgary, AB	Co-Chair
Andrea Gardner	Jewish Family Services	Associate Executive Director	Ottawa, ON	Co-Chair
<b>National Sector Representatives</b>				
Lisa Stromquist	Children's Healthcare Canada	Associate Director	Ottawa, ON	Pediatric Health Care
Jonathan Mitchell	HealthCareCAN	Vice-President, Research and Policy	Ottawa, ON	Adult Health Care
Jewel Bailey	CAMH – Immigrant and Refugee Mental Health Project	Project Coordinator	Toronto, ON	Mental Health
Doug Olthof	National LIP Secretariat	Manager	Jasper, AB	Settlement
Dr. Nancy Clark	University of Victoria	Assistant Professor, School of Nursing	Victoria, BC	Academia/Nursing
<b>Provincial and Local Sector Representatives</b>				
Karima Karmali	SickKids	Director, Centre for Innovation & Excellence in Child and Family-Centred Care	Toronto, ON	Pediatric Health Care (management)
Shelley Robichaud	Vitalité Health Network	Director, Primary Care Services	Bathurst, NB	Adult Health Care (management)
Laura Callaghan	IWK Health Centre	Nurse Practitioner	Halifax, NS	Pediatric Healthcare (frontline) SPU online Newcomer Navigation program candidate
Anila Lee Yuen	Calgary Centre for Newcomers	CEO	Calgary, AB	Settlement (frontline)
Dr. Tanya Lentz	Neurospark Clinic	Psychologist	St. John's, NL	Mental Health (frontline)
Dr. Lana Beth Barkhouse	Boardwalk Professional Centre	Physician	Charlottetown, PEI	Primary Healthcare (Frontline)
<b>Persons with Lived Experiences</b>				
Mateo Vitale	University of Calgary	Youth Advisor	Calgary, AB	Lived Experience as a Newcomer Youth
<b>Host Organization and Project Representatives</b>				
Christine Kouri	N4	Manager	Ottawa, ON	Host Organization Representative
Sahar Zohni	N4	Project Manager	Ottawa, ON	N4 Project Representative
<b>Resource Staff</b>				
Mariah Maddock	N4	Project Coordinator	Ottawa, ON	Advisory Committee Lead
Stephanie Rochette	N4	Project Officer	Ottawa, ON	Recorder



## PARTNER ACKNOWLEDGEMENTS

N4 is thankful for the continued funding and support of IRCC to establish and expand N4. We are grateful to our host organization, CHEO for their governance and infrastructure support. We thank SPU for their continued partnership to co-design and deliver our formal educational offerings.

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