



NATIONAL NEWCOMER  
NAVIGATION NETWORK  
RÉSEAU NATIONAL DE  
NAVIGATION POUR  
NOS NOUVEAUX ARRIVANTS



NATIONAL NEWCOMER  
NAVIGATION NETWORK- N4

# ANNUAL REPORT

APRIL 2019 - MARCH 2020

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Hosted at: / Situé à:



Funded by:

Immigration, Refugees  
and Citizenship Canada

Financé par:

Immigration, Réfugiés  
et Citoyenneté Canada

Educational partner: / Partenaire pédagogique



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# WELCOME MESSAGE

This year marks the birth of N4; the National Newcomer Navigation Network, a pan-Canadian network designed to foster and promote connections between all those who provide navigational assistance to newcomers in the health and social services. Ultimately, we want to create a network to support seamless, consistent and equitable experiences for all newcomers, regardless of which Canadian city they first call home. The idea was born out of the challenges we faced when attempting to provide the best possible experience to the many Syrian refugees we served starting in later 2015. Unable to locate a platform to connect and learn from peers, we often found ourselves feeling as though we were “reinventing a wheel” which probably existed elsewhere but we just couldn’t find it.

We began the year seeking out others’ experiences across the health and settlement sectors. As we travelled across 9 provinces and connected with 125 organizations, we found similar struggles, but we also discovered many innovative practices that inspired us. Some of those collaborations have been captured into short videos for our platform. While we accumulated wish lists of resources and learnings, we also curated and vetted hundreds of existing e-learning and resources to share through the N4 platform and close some of the gaps. We are immensely grateful for the generosity of time and learnings each site visit gave us. Virtually every site was keen to share but also anxious to connect, learn and collaborate. As one person said “I’ve been waiting for this!”.

One of the gaps identified in our site visits was access to a formal and foundational education on newcomer navigation concepts. We chose St Paul University as our educational partner for our a one-year newcomer navigation program. Their strong history and expertise in social justice, along with a vision and passion for newcomer settlement made them an easy choice. The 1st co-hort of the 30 subsidized students began in January. Their dedication to the courses, the outcomes for their clients and feedback have been inspiring. We can’t wait to see them graduate later this year!

We are also incredibly grateful to our Advisory Committee. It grew to a rather large group of 15 members to ensure all perspectives were captured: federal planning to frontline delivery, professionals and lived experience, geographic diversity, and both the health and social service sector. Their advice on how to ensure broad outreach and key elements to our platform and education has been essential and welcomed. Finally, we are inspired by our “small but mighty” team of 8. They took the leap of faith to help us bring together our diverse skill mix to create a national network; taking a vision and making it a reality, embracing uncertainty and remaining flexible to our members, and never losing track of our ultimate stakeholders; Canada’s newcomers.

When we first embarked on the N4 Project, the world was in a different place. The intersectionality of the dual pandemics of COVID-19 and the call for racial justice have brought our newcomers to a new level of vulnerability. Professionals in the health and social sectors have struggled to establish innovative service delivery models to close this widening gap to access services. Now more than ever we need to come together to share resources and strategies to our most vulnerable fellow Canadians. We look forward to further contributing to this effort as we begin year two of connection, learning and collaboration.

Sincerely,




**Christine Kouri, BScN, MHA**  
 Manager Health Equity & Diversity |  
 Gestionnaire de l'équité en santé  
 et de la diversité  
 CHEO




**Sahar Zohni, MD, MHA**  
 Project Manager N4 |  
 Gestionnaire de projet, N4  
 CHEO



# OUR STORY

## Background

Increasingly, Canada has been welcoming newcomers (those who have been in Canada less than 5 years including immigrants, refugees, asylum seekers, refugee claimants, etc.). Newcomers encounter sociocultural barriers to accessing health care and social services. Similarly, those involved in newcomer navigation (the act of helping newcomer clients to navigation the complex health and social service system) encounter sociocultural and systemic challenges to providing these services in an equitable and timely manner.

In 2017, CHEO documented experiences with newcomer navigation on a website called Simplifying the Journey. The scope of the site was to help hospitals and other health care organizations determine if a newcomer navigation program would benefit their clients and how to develop and maintain such a program.

Building on its success, and with support from Immigration, Refugees and Citizenship Canada (IRCC), CHEO embarked on developing the National Newcomer Navigation Network (N4): a platform for professionals from the health and settlement sectors to work together to navigate systems for newcomers. Development of the N4 Network began in April 2019.

Through national outreach with the health and settlement sectors, it was determined that many providers (e.g. nurses, social workers, physicians, settlement workers, etc.) across Canada are providing system navigation support to newcomer clients, but with varying degrees of expertise. The National Newcomer Navigation Network will support a more connected and integrated health system that benefits children, youth and families with complex health and social needs across Canada.



At CHEO we are proud to be the home and host, and a participant in the National Newcomer Navigation Network, N4. N4 is all about organizations like CHEO, other organizations across the country and individuals working together, mobilizing together to make sure we are welcoming places. We learn from each other and we make sure the newest Canadians have access to healthcare that they need and deserve...



**Alex Munter,**  
Chief Executive Officer  
of CHEO



SPU is proud to be the academic partner with the National Newcomer Navigation Network, N4, to provide innovative education in newcomer navigation to professionals from different disciplines and sectors. Our online program provides foundational knowledge to address the complexities of newcomer-centred care and to support those of you working in this challenging field...



**Chantal Beauvais,**  
Rector of Saint Paul  
University



It can be challenging when you find yourself in a new country having to learn about the community, a new language, a new people. That's why I am so proud of the work that my department has done in collaboration with CHEO to create N4. N4 truly embodies the Canadian spirit of welcoming and supporting the newest members of our Canadian family...



**Marco Mendicino,**  
Minister of Immigration,  
Refugees and Citizenship  
Canada



# MISSION & VISION

## OUR MISSION

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

## OUR VISION

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



## OUR VALUES

- Diversity
- Collaboration
- Inclusion
- Innovation



# N4 TEAM



- |                           |   |
|---------------------------|---|
| <b>Christine Kouri</b>    | Manager Health Equity & Diversity               |
| <b>Sahar Zohni</b>        | Project Manager                                 |
| <b>Lauren Provost</b>     | Administrative Assistant                        |
| <b>Delanie Bourk</b>      | Learning Specialist (April 2019 – January 2020) |
| <b>Natalie Graham</b>     | Learning Specialist (March 2020)                |
| <b>Julia Kurzawa</b>      | Project Coordinator                             |
| <b>Ronny Santos</b>       | Business Systems Analyst                        |
| <b>Seeta Ramdas</b>       | Communications Specialist                       |
| <b>Kimberley deLaunay</b> | Quality Improvement Specialist                  |

Missing in action! Natalie Graham



## BUILDING THE NATIONAL NEWCOMER NAVIGATION NETWORK

### Making Community Connections through Outreach & Site Visits

Beginning in April 2019, the N4 Team focused on building relationships with professionals in the health and settlement sector to grow and expand the N4 Network. Members of the N4 Team travelled coast-to-coast and developed relationships with organizations in the health care and settlement sectors.

Phase I of Site Visits targeted pediatric hospitals throughout Canada. This also included newcomer/ refugee clinics serving families, social service agencies and provincial umbrella organizations for settlement in the surrounding area.

Phase II of Site Visits targeted settlement agencies in Government Assisted Refugee (GAR) cities.

These site visits raised awareness about N4 and provided valuable information about the current state of newcomer navigation in Canada. This informed the development of N4 and supported the overall growth and expansion of the N4 Network.



BridgeCare Health Care Clinic, Winnipeg, MB



Manitoba Association of Newcomer Serving Organizations (MANSO), Winnipeg, MB



YWCA Prince Albert, Prince Albert, SK



St. Michael's Hospital, Toronto, ON

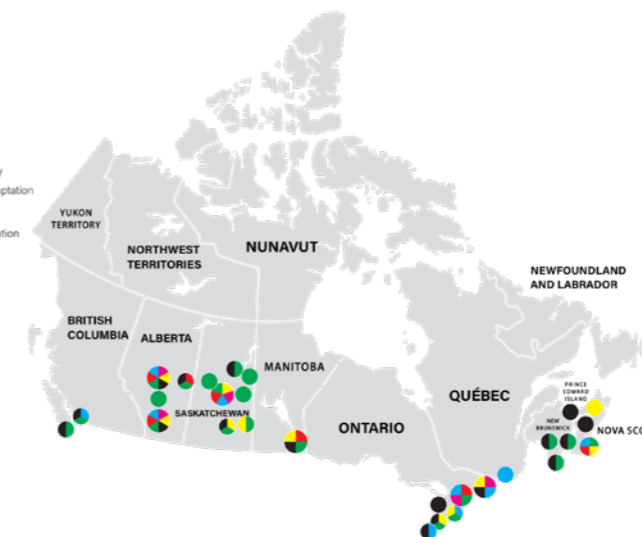
### THIS ROBUST ENGAGEMENT PROCESS LED TO:

- 9 Provinces Visited
- 50+ Site Visits
- 125 Organizations in Health Care and Settlement Sector Reached
- 400+ Stakeholders Engaged

#### LEGEND / LÉGENDE

Phase 1 and 2 Outreach by City /  
Phase 1 et Phase 2 de l'intervention, par ville

- Children's Hospitals and Rehab Centres /  
Hôpitaux pédiatriques et centres de réadaptation
- General Hospitals and Rehab Centres /  
Hôpitaux généraux et centres de réadaptation
- Newcomer and Community Clinics /  
Cliniques pour nouveaux arrivants  
et cliniques communautaires
- Other /  
Autres
- Settlement Organizations /  
Organismes d'établissement
- Settlement Umbrella Organizations /  
Organismes-cadres d'établissement



Janeway Children's Health and Rehabilitation Centre, St. John's, NL



Moose Jaw Multicultural Council, Moose Jaw, SK



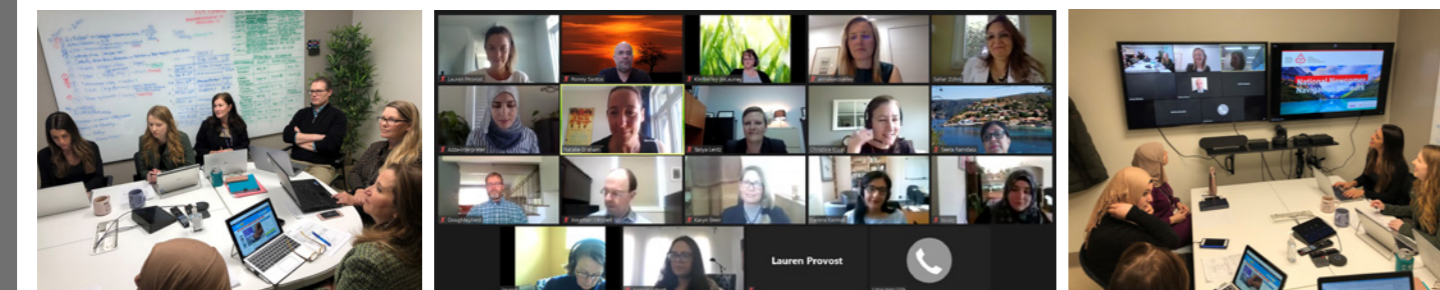
## Understanding the Current State of Newcomer Navigation across Canada

The N4 team undertook a pan-Canadian needs assessment with settlement and health care providers from July 2019 to March 2020. The aim of the needs assessment was to map out priority area for support with newcomer navigation, collate promising practices in newcomer navigation, and to inform the development of the N4 online platform and online program in newcomer navigation with Saint-Paul University.

The N4 Team successfully engaged 400+ professionals from 125 organizations in semi-structured interviews. This included professionals working in children's hospitals, general hospitals, newcomer clinics, community clinics, settlement organizations and others. Data from these discussions was analyzed and a formal report presenting key findings is underway.

Preliminary findings validated the need for a National Network that brings together the health and settlement sectors to connect, learn and collaborate. Directly engaging with service providers across the country provided the N4 Team with a wealth of information about the state of newcomer navigation across Canada. The N4 platform and St. Paul University Online Program in Newcomer Navigation were responsive to the needs of key stakeholders.

## Establishing an Advisory Committee to Guide the N4 Project



In January 2020, an N4 Advisory Committee was established to provide support, guidance and oversight to the N4 Team as they undertake N4 Project Activities.

Experts from the health care and settlement sectors across Canada were nominated and/or recruited to become members of the Advisory Committee. This included local, provincial and federal sector representation, including front-line and senior leadership perspectives. Unique to this Advisory Committee is an adult and youth newcomer with lived experience.

- 12/15 membership positions filled
- 6 provinces represented
- 2 members with lived experience
  - Adult Newcomer with Lived Experience
  - Youth Newcomer with Lived Experience

## CREATING A NATIONAL PLATFORM FOR CONNECTION, LEARNING & COLLABORATION

The N4 Team was busy behind the scenes this year creating a national integrated platform that provides a space for professionals from the health and settlement sectors across Canada to connect, learn and collaborate. The N4 Team and key stakeholders were engaged in a series of branding activities, which included selecting an official name for the project (National Newcomer Navigation Network).



When fully launched, the N4 Platform will provide users with access to a series of tools and opportunities for professional development, education, moderated discussions, networking, and the sharing of data and resources. This platform will support a more connected and integrated health system that benefits newcomer children, youth and families across Canada. It is responsive to several of the needs identified by service providers from the health and settlement sectors as part of the needs assessment conducted during site visits.



NATIONAL NEWCOMER NAVIGATION NETWORK  
RÉSEAU NATIONAL DE NAVIGATION POUR NOS NOUVEAUX ARRIVANTS

### N4 Network / Réseau N4 Tools and Features / Outils et fonctionnalités

**Community of Practice / Communauté de pratique**

Facilitated online platform for a group of stakeholders to connect regularly to identify one common challenge and create a project that results in an improvement nationally and collaboratively between health and settlement.

Plateforme en ligne animée permettant à un groupe d'intervenants de se connecter régulièrement pour déterminer un défi commun et créer un projet qui aboutit à une amélioration au niveau national et à une collaboration entre la santé et l'établissement.

**N4 Advisory / Conseil N4**

Diverse group of stakeholders who provide regular guidance and feedback about project approach and deliverables.

Groupe diversifié d'intervenants qui fournissent régulièrement des conseils et une rétroaction sur l'approche et les résultats du projet.

**Saint Paul Online Program**  
Programme en ligne offert par l'Université Saint-Paul

A 1-year online education that provides candidates from health and settlement professionals with knowledge about topics relevant to newcomer navigation.

Une formation en ligne d'un an qui permet à des professionnels de la santé et de l'établissement d'acquies des connaissances sur des sujets pertinents concernant la navigation pour les nouveaux arrivants.

**e-Learning / Apprentissage en ligne**

Online learning materials including webinars, videos, and short learning bites which feature subject matter experts sharing their knowledge in newcomer navigation.

Matériel d'apprentissage en ligne comprenant des webinaires, des vidéos et de courtes séquences de formation données par des experts en la matière qui partagent leurs connaissances relativement à la navigation pour les nouveaux arrivants.

**Database / Base de données**

Simplified and searchable platform that houses publicly available and member-driven data about their organization as well as membership, to facilitate both inter- and intra-organizational data sharing.

Plateforme simplifiée et consultable qui héberge des données publiques disponibles et des données sur les membres concernant leur organisme, afin de faciliter le partage des données au sein des organismes et entre eux.

**Resource Toolkit / Trousse de ressources**

Virtual library with searchable resources to increase access to practical tools, increase research capacity and support evidence-informed decision-making.

Bibliothèque virtuelle avec des ressources consultables pour accroître l'accès aux outils pratiques, augmenter la capacité de recherche et soutenir la prise de décision fondée sur des données probantes.

**Conferences / Conférences**

Education events to promote the sharing of innovative practices & deepening of cross-sectoral relationships.

Événements éducatifs visant à promouvoir le partage de pratiques innovantes et l'approfondissement des relations intersectorielles.

**Meeting Place / Lieu de rencontre**

Moderated discussion board to facilitate peer to peer learning around newcomer navigation.

Forum de discussion modéré pour faciliter l'apprentissage entre pairs sur la navigation des nouveaux arrivants.

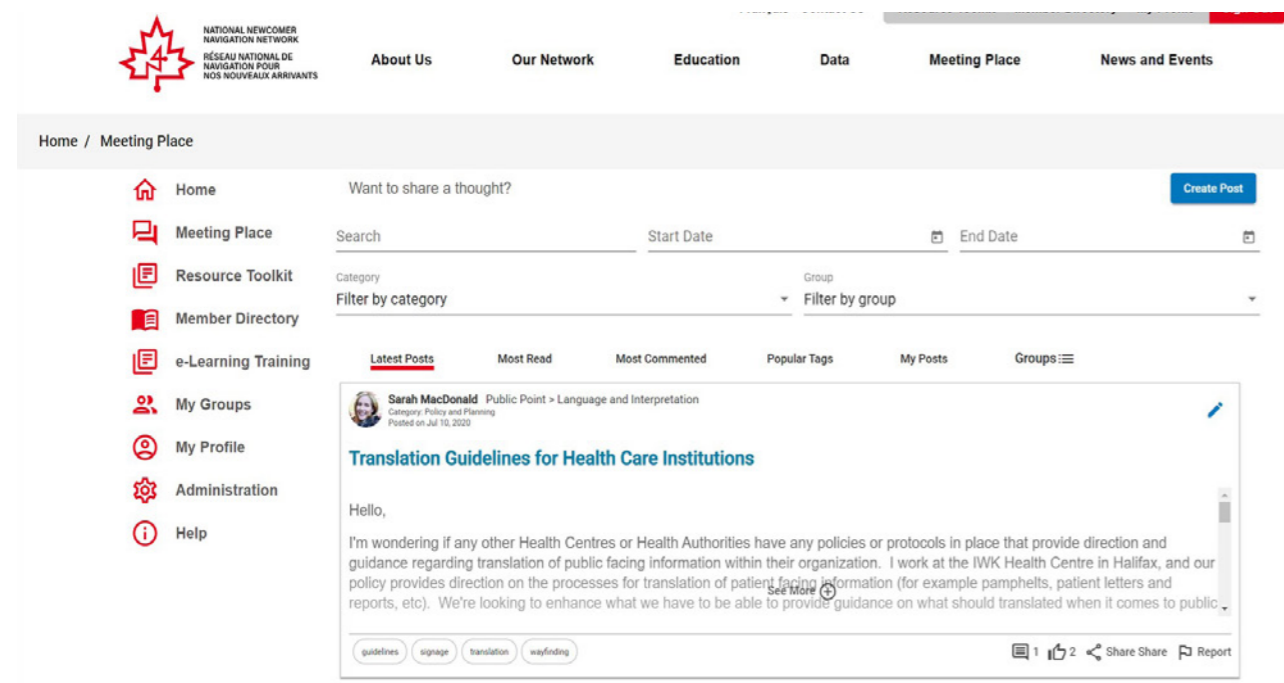
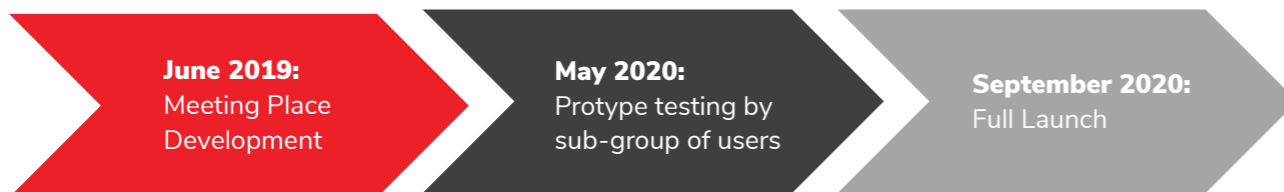
Hosted at / Situé à : **CHEO**

Funded by / Financé par : Immigration, Refugees and Citizenship Canada / Immigration, Réfugiés et Citoyenneté Canada

## Connection

### Development of the Meeting Place

The N4 Team began developing the Meeting Place this year. This is a feature of the N4 Platform that will provide a moderated discussion board to connect professionals and facilitate peer-to-peer learning around newcomer navigation across the country. The meeting place will provide a platform for N4 Network members to connect with colleagues across the country, share resources, engage in peer-to-peer learning, pose challenges, and present innovative solutions.



## Connecting and Exchanging Knowledge at Conferences

The N4 Team was pleased to connect with professionals, share knowledge and raise awareness about N4 during a series of conferences this year. Attending conferences provided an opportunity to exchange knowledge with key stakeholders, as well as develop and nurture partnerships with organizations from the health and settlement sectors across the country.

Articles were submitted to the two federal health care umbrella organizations: Children's Healthcare Canada and Healthcare CAN. Articles were also submitted to a variety of provincial settlement umbrella organizations to share and raise awareness about N4.

These Knowledge Exchange activities resulted in stronger partnerships, the identification of subject matter experts and the engagement of several newcomer-serving professionals in the N4 Network.

### Conferences Attended:

- July 2019: Metropolis Conference
- Oct 2019: Pathways 2 Prosperity Conference
- Oct 2019: Canadian Council for Refugees Conference
- Nov 2019: Global Child Health Conference Unattended poster presentation
- Nov 2019: Health Equity and Diversity Task Force Meeting
  - Oral Presentation
- Dec 2019: Children's Healthcare Canada Conference
  - Poster presentation
  - CHEO Site Visit Featured Presentation



## Learning

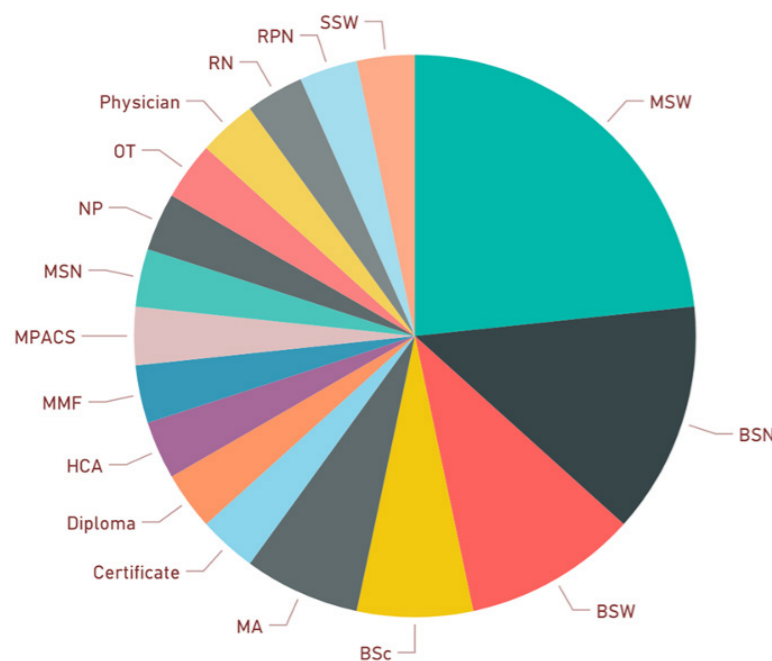
### St. Paul University Online Certificate Program in Newcomer Navigation

N4 partnered with Saint Paul University (SPU) in Ottawa, Ontario and successfully co-developed the **SPU Online Certificate Program in Newcomer Navigation**: a 10-course, 1-year online educational opportunity that provides candidates with knowledge and guidance to better serve their newcomer clients.

This is one of the only online programs in Canada that specifically focuses on newcomer navigation. It supports service providers in the health and settlement sectors to develop the knowledge and skills they need to support their newcomer clients with navigating the health and social service systems. The first cohort of students commenced the online program in January 2020. N4 reached out to healthcare and settlement organizations with a call to nominate their staff as candidates for the program. Organizations could nominate up to three candidates from their organization per cohort. Nominated candidates were then invited to submit an application and resume. There will be three cohorts over the course of the N4 project. A total of over 90 students will be supported to participate in this online certificate program in newcomer navigation.



### Cohort 1 SPU Students by Education

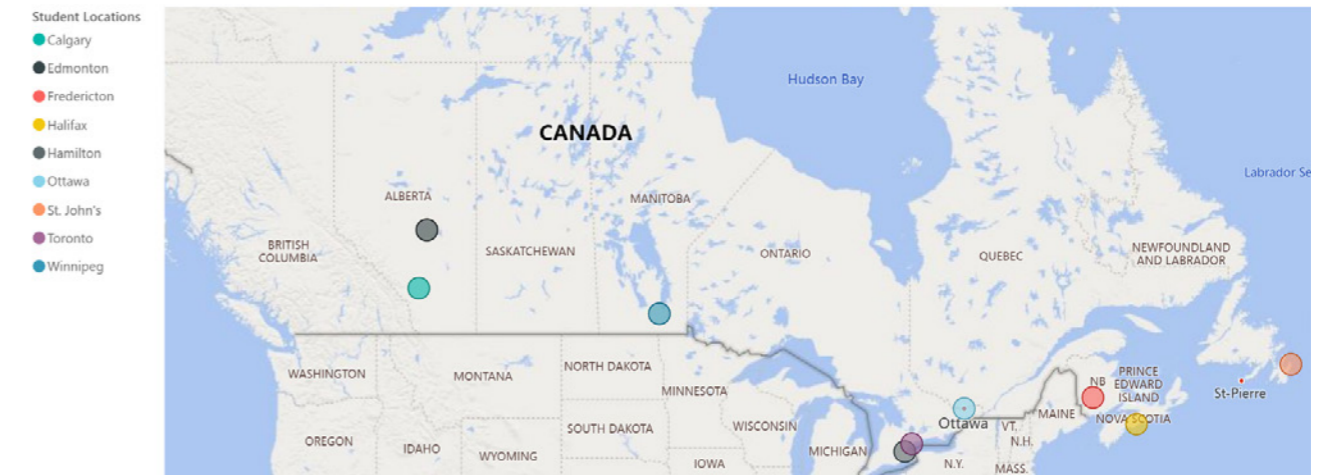


**56**  
Cohort 1  
Nominations

Nominations  
received from across  
**9**  
provinces

**30**  
Cohort 1 Students  
23 from health care and  
7 from settlement

### SPU Cohort 1 Students From Across Canada



“Our students from healthcare and settlement are already doing amazing and important work, but [in this program] we strive to give them a rich set of additional resources and a structured space to reflect upon ethical issues and judgments, interpersonal communication, cultural competencies, social justice, and aspects of conflict”

**Dr. Matthew McLennan,**  
Director and Associate Professor  
School of Ethics, Social Justice and  
Public Service, Faculty of Philosophy,  
Saint Paul University



“Here at CHEO we talk about helping not only the child itself, but the child as a whole. This includes the family, their cultural experiences, their background of where they came from, their belief system, their religion. So far my online teachings have all implemented the need to serve families who are new to Canada with a certain understanding that their culture will / can influence how we can best serve them.”

**Adele Ois,**  
SPU Online Program Candidate and  
CHEO Outreach Worker



## e-Learning

During Site Visits and through the needs assessment, the N4 Team identified current knowledge needs, subject matter experts, and existing e-learning content that would support newcomer-serving professionals. This data informed the development of an N4 e-Learning Framework.

The N4 e-Learning provides health care and settlement professionals who interact with Canadian newcomers with training, just-in-time knowledge, information and resources that have been curated from the health, settlement and other sectors. The e-Learning featured on the N4 Platform fills knowledge gaps that were identified during site visits and will enhance newcomer-serving professionals' knowledge in a variety of subject areas.

The N4 team curated e-Learning modules that include:

- **Over 100 self-paced e-learning materials consisting of online courses, modules, webinars, podcasts, and other resources related to newcomer navigation**
- **25+ e-Learning Contributors**
  - o Alberta Association of Immigrant and Settlement (AAISA)
  - o AMSSA
  - o SickKids Hospital
  - o Children's Healthcare Canada
  - o CAMH
  - o Champlain Health
  - o Canadian Red Cross
  - o Oregon Trauma Informed Care
  - o Canadian Nurses Association
  - o Alberta Health Services
  - o IWK Halifax
  - o OCASI learnathome.ca
  - o Registered Nurses Association of Ontario (RNAO)
  - o The Canadian Race Relations Foundation (CRRF)
  - o Canadian Centre for Victims of Torture (CCVT)
  - o Association for Canadian Studies (ACS-AEC)
  - o Calgary Local Immigration Partnership (CLIP)
  - o The Today Centre
  - o University of Toronto, Faculty of Medicine
  - o Western University
  - o Society of Refugee Healthcare Providers
  - o Ontario Hospital Association
  - o Children's Hospital of Eastern Ontario
  - o Public/Commercial Sources
  - o TVO
  - o CBC
  - o Government of Canada/IRCC via YouTube
  - o Charity Village
  - o Payments Canada

## Online Resource Toolkit

The **Online Resource Toolkit** is a virtual library on the N4 platform housing a variety of resources ranging from patient education materials to professional educational and support tools that can be bookmarked and shared between N4 members. Content was curated based on learning needs identified in the N4 e-learning framework.

The N4 Team created an online resource toolkit that includes:

- **Over 150 online resources on topics related to newcomer navigation**

## Collaboration

### N4 Community of Practice

The N4 Team started developing a framework for a Community of Practice (CoP) to bring together professionals from the health and settlement sectors. A CoP was not initially a platform feature included in the N4 Project. However, during site visits and through the N4 needs assessment, professionals from both the health and settlement sector emphasized the development of a CoP would be of considerable value and support them in their work.

When fully launched, the CoP will provide a formalized space for members to connect with peers and work collaboratively on projects, such as the development of best practices. It will include designated leads, project managers, stakeholders, collaborators and champions, all collectively working on solutions that bridge the health and settlement sectors to deliver an optimal experience for Canada's newcomers. This is the first CoP that is national in scope, bringing together professionals from the health, social services and settlement sectors to focus on addressing emerging primary to complex care issues in the field of newcomer navigation.

A framework for the N4 CoP is in development. The CoP is anticipated to formally launch in **September 2020**.

### Database

This year, the N4 Team began developing a simplified and searchable database that houses both publicly available and submitted organizational data from the health and settlement sectors. The database will be a feature embedded in the N4 Platform.

During site visits and the needs assessment, it was identified that there are inconsistencies in the type of data collected by organizations in the health care and settlement sectors. Some organizations reported collecting little to no data on newcomers.

As a result, the N4 Team began developing standardized data collection forms to support organizations with collecting this data. In January 2020, a sub-group of users piloted the data collection tools. Standardized data collection will support organizations in the health and settlement sectors with making local, regional and provincial comparisons. This N4 Platform feature will increase consistency and the amount of data collected on newcomers, and support organizations with making evidence-informed program and policy decisions.

- Data submission was of interest to:
  - o 12 Pediatric Hospitals
  - o 11 Newcomer/refugee clinics
  - o 36 Settlement agencies



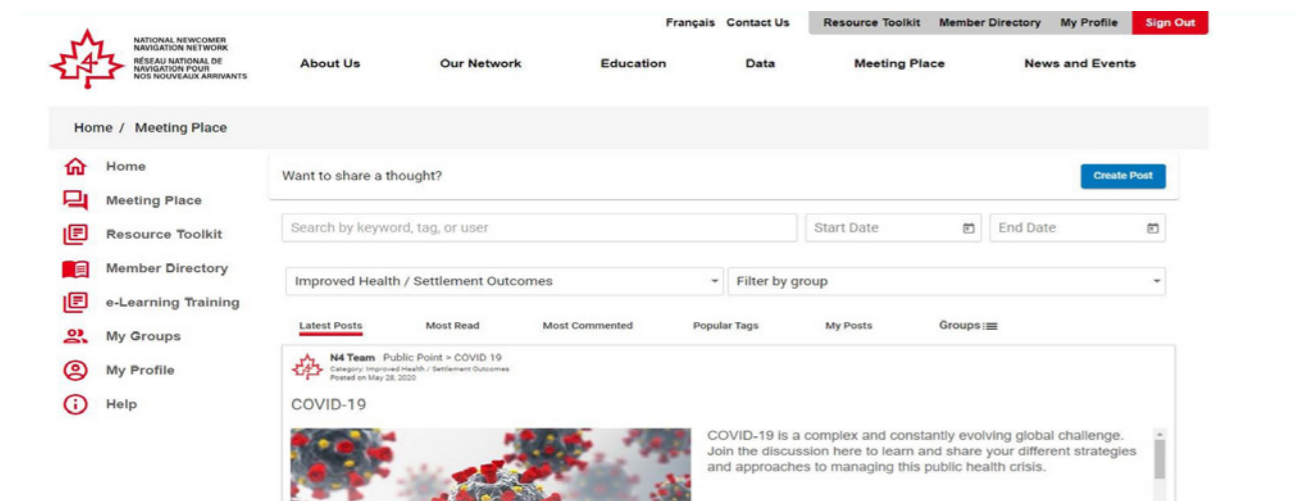
# N4 & COVID-19

The unprecedented COVID-19 pandemic underlined how a national network, such as N4 can play a vital role in connecting colleagues across the country and sharing evidence-based information and best practices efficiently and effectively. The demand from potential N4 members to launch the platform confirmed the importance and value in bringing together both the health and settlement sectors to share challenges and present innovative solutions.

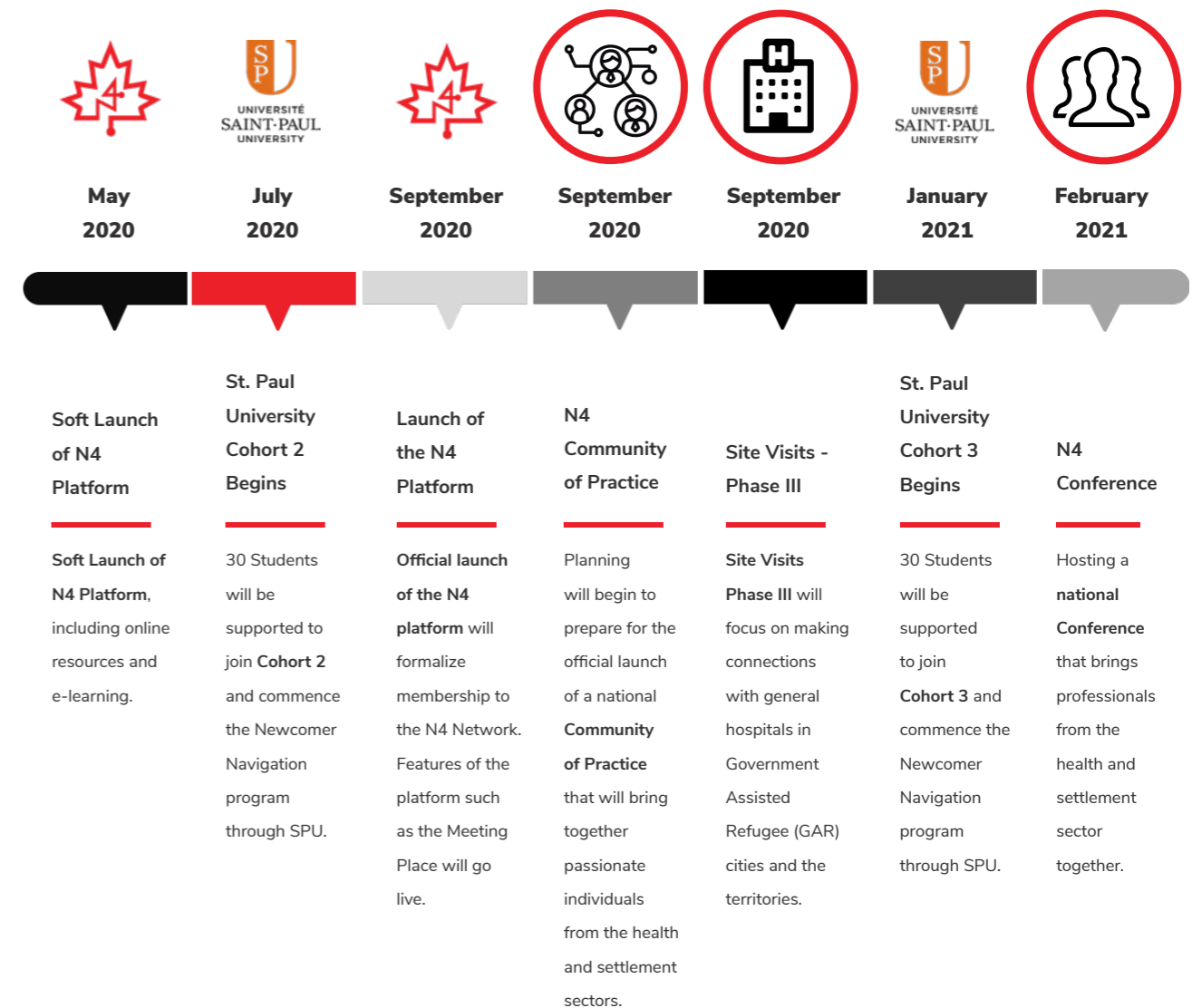
The N4 Team was pleased to support newcomer-serving professionals during COVID-19 by sharing credible COVID-19 related resources and e-learning to support newcomer-serving professionals. The need for N4 collaboration tools such as the Meeting Place and the Community of Practice was further emphasized during this public health crisis.

During COVID-19, N4:

- Shared credible COVID-19 related e-learning and resources to support professionals from the health care and settlement sectors working with newcomers
- Continued offering the online program in Newcomer Navigation through St. Paul University to 30 students without disruption and continued accepting nominations for the second Cohort of 30 students
- Used existing N4 collaboration technology to proceed with Advisory Committee meetings, build partnerships through virtual Site Visits and facilitate remote work



# LOOKING AHEAD





# STORY FROM THE FIELD

Shler Ali is a settlement worker with MOSAIC Newcomer Family Resource Network, in Winnipeg, Manitoba. Here is her story:

I myself was a refugee. Due to the on-going civil war, the persecution of my own Kurdish people, and the destruction of my home, in 2012, I was forced to flee my native land of Syria, and seek refuge in Kurdistan, Iraq. I struggled as a refugee for four years there, before finally making my way to Canada in 2016.

I encountered many new challenges trying to settle into my new country of Canada. One of them was the fact that my degree as an electrical and telecommunications engineer was not recognized in Canada so I could not get work in my field. After several months I started working in the settlement sector with MOSAIC Newcomer Family Resource Network in Winnipeg, because I had the passion and the compassion to help other newcomers.

In 2014, there were reports that ISIS had attacked numerous Yazidis and some Christian villages in the mountainous region of Iraq. The Yazidi people have been historically the victims of aggression by various groups. Many of them who tried to flee through these mountains died.

Other Yazidis were captured by ISIS. Most of the men were executed or imprisoned; younger males were forced to join ISIS or face death or imprisonment. The Yazidi women were sold as sex slaves or servants. Some of these women are still missing, assumed to be in captivity.

In 2017, the first group of Yazidi refugees arrived in Winnipeg. Because of my ability to speak Kurdish and Arabic, I was able to converse with the Yazidi women. I had a solid understanding of the trauma they had been through, the historical persecution they had endured, and the sensitive social elements of their culture. These attributes were essential in my role as an interpreter with them.

Speaking their language helped me to build a relationship with them. It was important to be patient with them: helping them to feel safe and secure, letting them set the pace at which we engaged, letting them determine when and what we talked about.

They had received psychological counselling and therapy from other agencies prior to arriving in MOSAIC, but we provided them with additional support to meet their daily personal and emotional needs in settling into a brand new country, because, starting over in a new country is itself, another big trauma for them.

After having been violated, losing their loved ones, separated from their families and forced to flee their country, we can only admire their resilience as they try to adapt to their new home in Canada, learning a new language, and a whole new system of daily life. Our culturally sensitive programs at MOSAIC, and the fact that our staff is a culturally diverse one that reflects the culture of the newcomers we serve, are instrumental in our ability to help and support new Canadians to settle into our country.



# N4 ADVISORY COMMITTEE



Annalee Coakley



Karyn Steer

The purpose of the N4 committee is to provide support, guidance and oversight to the project team, as it pertains to the development and growth of the National Newcomer Navigation Network (N4).

Name	Organization	Position	Location	Committee Position
<b>Chairs</b>				
Karyn Steer	Ottawa Community Immigrant Services Organization (OCISO)	Interim Executive Director	Ottawa, ON	Interim Co-Chair
Annalee Coakley	Mosaic Refugee Health Clinic	Medical Director	Calgary, AB	Co-Chair
<b>National Sector Representatives</b>				
Doug Maynard	Children's Healthcare Canada (CHC)	Associate Director, Business Development	Ottawa, ON	Pediatric Healthcare
Jonathan Mitchell	HealthcareCAN	Vice-President, Research and Policy	Ottawa, ON	Adult Healthcare
Aamna Ashraf	Centre for Addictions and Mental Health (CAMH) – Immigrant, Refugee Mental Health Project	Manager, Health Equity	Toronto, ON	Mental Health
Jean McRae	The Canadian Immigrant Settlement Sector Alliance – Alliance canadienne du secteur de l'établissement des immigrants (CISSA-ACSEI)	Treasurer	Victoria, BC	Settlement
<b>Provincial and Local Sector Representatives</b>				
Karima Karmali	Sick Kids	Director, Centre for Innovation & Excellence in Child and Family-Centred Care	Toronto, ON	Pediatric Healthcare (local)
Nicole Jowett	Manitoba Association of Newcomer Serving Organizations (MANSO)	Director of Settlement Support	Winnipeg, MB	Settlement (provincial)
Carolyn Whiteway	Atlantic Region Association of Immigrant Serving Agencies (ARISA)	Executive Director	Halifax, NS	Settlement (provincial)
Tanya Lentz	Janeway Children's Hospital	Psychologist	St. John's, NL	Frontline Pediatric Healthcare (local)
Unfilled	TBD			Frontline Adult Healthcare (local)
Unfilled	TBD			Frontline Settlement
Unfilled	TBD			Adult Healthcare (local)
<b>Persons with Lived Experiences</b>				
Bousy Al Ibrahim	CHEO	Family Advisor	Ottawa, ON	Lived Experience – as a newcomer and parent of a child with complex medical needs
Mateo Vitale	University of Calgary	Youth Advisor	Calgary, AB	Lived Experience - as a newcomer youth
<b>Resource Staff</b>				
Christine Kouri	CHEO	Manager, Health Equity and Diversity	Ottawa, ON	Host Organization Representative
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# ACKNOWLEDGEMENTS & CONTACT

## THANK YOU

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**Thank you to CHEO, IRCC,  
and SPU**

N4 is deeply grateful to our host, CHEO; our funder, IRCC; and our educational partner, SPU for their commitment to develop and sustain this Pan-Canadian newcomer-centric network designed to engage with the health and settlement sectors providing system navigation support to newcomer clients.

## CONTACT

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Design by:  
Lucia Figueredo  
CHEO Media House

Hosted at: / Situé à:



Funded by:

Immigration, Refugees  
and Citizenship Canada

Financé par:

Immigration, Réfugiés  
et Citoyenneté Canada

Educational partner: / Partenaire pédagogique

