

# **DIVERSITY IN HEALTH HUMAN RESOURCES/ WORKING WITH EMPLOYERS TOWARDS INTEGRATION OF INTERNATIONALLY EDUCATED NURSES INTO THE WORKFORCE**

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## **OUTLINE/**

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- Context
- Objectives
- Methods
- Outcomes
- Evaluation
- Key messages
- Next steps

## PROJECT/ CONTEXT

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### Canada

- Diverse society
- Aging population
- Aging nursing workforce

### Internationally Educated Nurses (IENs) living in Canada

- Skills underutilization
  - Encourage migration of highly educated applicants
  - Does not translate into labour market integration
- Lower success finding work

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## OHA-NHSRU/ PARTNERSHIP

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Nursing Health Services Research Unit (NHSRU) and Ontario Hospital Association (OHA): Partnered to create *A Framework for Integrating IENs into the Health Care Workforce (2010-2013)*.

Funded: Ontario Ministry of Citizenship, Immigration and International Trade (MCIIIT).

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# PROJECT/ OBJECTIVES

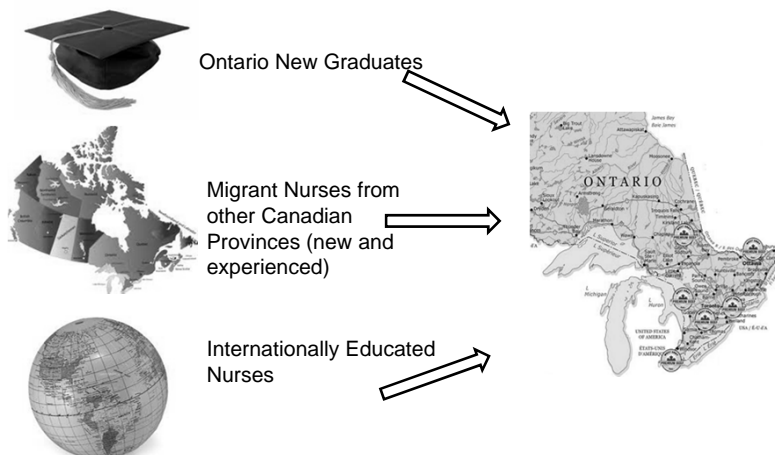
*To create research based resources to assist both employers and internationally educated nurses (IENs) to navigate the regulatory system, locate assessment and bridging programs, and enhance retention.*

## Definition of IENs

- A nurse whose basic nursing education was completed outside Canada.
- Enter Canada as permanent resident before applying for employment as professional nurse
- Usually a secondary migrant who has immigrated with spouse for his/her employment

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# SUPPLY/ NURSES IN ONTARIO



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## DEFINITION/ WORKFORCE INTEGRATION

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“...the process by which nurses enter the workforce efficiently, effectively and with productive employment.”

Source: Baumann, A., Hunsberger, M., & Crea-Arsenio, M. (2011). Workforce integration of new graduate nurses: Evaluation of a health human resource employment policy. *Healthcare Policy*. 7(2), 47-59.

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## DEFINITION/SUCCESSFUL WORKFORCE INTEGRATION

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Nurses should be able to:

- Adapt to the Canadian Healthcare system and the Canadian workplace culture
- Integrate into the organizational system
- Practice independently (skills and knowledge)

Source: Baumann, A., Hunsberger, M., & Crea-Arsenio, M. (2011). Workforce integration of new graduate nurses: Evaluation of a health human resource employment policy. *Healthcare Policy*. 7(2), 47-59.

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## WEB GUIDE/WHY DO WE NEED ONE

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Important for employers to:

- Understand who IENs are
- Facilitate IEN entry and integration into the workforce
- Support IENs as they manage the challenges they face

Information on registration and hiring process hard to access

- The web guide has it all in one place

Information is specific to IENs

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## RESEARCH/ MIXED METHODS

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<b>Development</b> 2010 - 2011	<b>Dissemination</b> 2011 - 2012	<b>Evaluation</b> 2012-2013
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Qualitative : semi structured interviews; surveys; workshop/think tanks

Quantitative: surveys (throughout process, post workshop & evaluations)

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# OUTCOME/ EMPLOYER WEB GUIDE

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<http://ien.oha.com>

"I guess this is what we get for  
going to a discount web-page designer."

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# OUTCOME/ EMPLOYER WEB GUIDE

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The characteristics of the employer web guide:

- Plain language and accessible information
- Practical advice and quick links to useful resources
- Examples of successfully implemented strategies
- Videos of interviews with employers and IENs
- Focus on Ontario, but relevant to Canada

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## WEBSITE SECTIONS/ WHAT WORKED

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1. Workforce Diversity
2. Regulatory Environment
3. Bridging to Employment
4. Recruitment
5. Entry and Orientation
6. Retention
7. Case studies
8. Useful Resources

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1. Hiring IENs
2. Recruitment
3. Orientation
4. Ongoing Support
5. Requirements for IENs
6. Case Studies
7. Resource Centre


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## OUTCOME/FLIPBOOK: AN EMPLOYER GUIDE

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**Over 2755 Flipbooks were distributed by 2013**

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# OUTCOME/ REGIONAL WORKSHOPS

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## IEN Workshops

- Toronto, Niagara, Ottawa, Windsor
- Webcast – Northern Ontario

## Attended by

- Educators
- Clinical managers
- Human resources
- Local Health Integrated Network (LHIN) representatives
- HealthForceOntario Recruitment Retention Officers
- Community Organizations (e.g. CARE, TRIEC)

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# EVALUATION/ FRAMEWORK

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## Website Evaluation

- Valid/reliable survey
- Google analytics
- Key informant interviews to evaluate use, content, experience with website

## Regional workshops

- End of workshop evaluation questions
- Key informant interviews

## Flipbook Evaluation

- Key informant interviews to evaluate use of flipbook

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# KEY MESSAGE/ EMPLOYER STRATEGIES

*Creation, implementation and evaluation of the leading practice guide provides strategies for employers to recognize the value of IENs and understand the challenges & barriers they face*

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    graph LR
      A[Partnerships Established] --> B[Attracting, integrating and retaining IENs]
      C[Acquiring Funding Resources] --> B
      D[Interventions planned through stakeholder consultations] --> B
  
```

*e.g. relevant stakeholders (gov't, academia, settlement/comm agencies; IEN; regulatory bodies)*

*e.g. using MOH Initiatives as basis for funding planned initiative*

*e.g. Communication programs; settlement resources; mentorship & preceptorship programs*

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# KEY MESSAGE/ DIVERSE WORKFORCE

*Proper integration of IENs will lead to a diverse workforce that can respond to varied patient need in our multicultural society*

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    graph LR
      A[Received their basic nursing education in a country other than Canada] --> B[Licensed/registered to work in Canada]
      B --> C[Received orientation to Canadian society, culture and nursing practice to provide quality patient care]
      C --> D[Diverse workforce responding to varied patient needs]
  
```

Received their basic nursing education in a country other than Canada

Licensed/registered to work in Canada

Received orientation to Canadian society, culture and nursing practice to provide quality patient care

Diverse workforce responding to varied patient needs

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## KEY MESSAGE/ STAKEHOLDER ENGAGEMENT

*Engaging the target stakeholders throughout the project is essential; employers were involved throughout the development and evaluation of the resources designed for their use.*

**...to facilitate recruitment, integration and retention of IENs.**

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graph TD
    Employers --- CommunityAgencies[Community Agencies]
    Employers --- EmploymentCentres[Employment Centres]
    Employers --- IENs[Internationally Educated Nurses]
    Employers --- RPA[Regulatory Professional Associations]
    Employers --- EducationalInstitutions[Educational Institutions]
    Employers --- Government[Federal & Provincial Government]
  
```

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## STAKEHOLDERS/ WHO BENEFITED

Three year project engaged:

- < 2500 stakeholders
- < 1400 organizations
- ~ 2400 internationally trained individuals

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## FUTURE DIRECTION/ NEXT STEPS

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The NHSRU has been funded by the Ontario Ministry of Citizenship, Immigration and International Trade for a new project:

***“Partnering with Employers:  
Increasing IEN Employment in  
Healthcare Organizations”***

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## FUTURE DIRECTION/ NEXT STEPS

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**Building on the 2010-2013 NHSRU-OHA work, the new initiative will assist Ontario healthcare employers and IEN new hires to achieve successful workforce integration.**

*Funded by the Ontario Ministry of Citizenship,  
Immigration and International Trade*

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## OBJECTIVES/ NEXT STEPS

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Increase employment of IENs in Ontario by raising awareness of the qualified IEN pool of nurses currently prepared and available for hire in Ontario.

**Employers will be:**

- **Informed** about access to government funding initiatives to increase employment (i.e. Nursing Career Orientation (NCO funding))
- **Linked** to a pool of work-ready IENs
- **Provided** with leading practices for hiring and successfully integrating and onboarding IENs

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## THANK YOU/ QUESTIONS?

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## CONTACT/

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