

# Workforce Integration of Internationally Educated Nurses: Creation and Evaluation of Employer Resources

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**Internationally Educated Nurses: Enhancing Canadian  
Healthcare 2014: 2014 Conference for IENs**

**November 27<sup>th</sup>, 2014**

# Outline

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- 2014 – 2017 IEN Employment Project
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    - Methods
    - Project Components
    - Evaluation

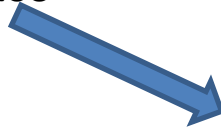
# Context

- Diverse society
- Nursing shortage
- Aging workforce
- IENs living in Canada
  - Skill underutilization
  - Lower success rate finding work

# Supply of Nurses



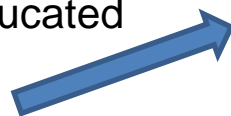
Ontario New Graduates



Migrant Nurses from  
other Canadian  
Provinces (new and  
experienced)



Internationally Educated  
Nurses



# OHA – NHSRU Partnership

The NHSRU partnered with the Ontario Hospital Association (OHA) to create ***A Framework for Integrating IENs into the Health Care Workforce.***

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

# Study Objective

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.

# What is Workforce Integration?

*“...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.

# What is Successful Workforce Integration?

- Nurses should be able to:
  - Adapt to the Canadian workplace culture and the Canadian Healthcare system
  - 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.



# Why do we need a Web Guide?

- Information on registration and hiring process hard to access - the web guide has it all in one place.
- Information is specific to IENs
- It is important for employers:
  - to understand who IENs are
  - to facilitate IEN entry and integration into the workforce
  - to support IENs as they manage the challenges they face.

# Mixed Methods

**Development**  
2010 - 2011

**Dissemination**  
2011 - 2012

**Evaluation**  
2012-2013

Qualitative : semi structured interviews; surveys;  
workshop/think tanks

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

# Employer Web Guide



<http://ien.oha.com>

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

# Employer Web Guide: Characteristics

- Plain language and accessible information (online and print-based)
- 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

# Website Sections

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

# Flipbook: An Employer's Guide



Over 2755 Flipbooks were distributed by 2013

# Regional Workshops

- **IEN Workshops**
  - Toronto, Niagara, Ottawa, Windsor
  - Webcast – Northern Ontario
  
- **Attended by:**
  - Educators
  - Clinical managers
  - Human resources
  - Local Health Integrated Network (LHIN) representatives
  - HFO Recruitment Retention Officers
  - Community organizations (e.g. CARE, TRIEC)

# What worked and what didn't?



With a great team behind you, you can achieve  
so much more ....



# Evaluation Framework

- **Website Evaluation**
  - Valid/Reliable Survey
  - Google Analytics
  - Key informant interviews to evaluate use/content/experience with website
- **Regional Workshops**
  - End-of-workshop evaluation questionnaire
- **Flipbook Evaluation**
  - Key informant interviews to evaluate use of Flipbook

# Employer Strategies

*The creation, implementation and evaluation of the best practice guide provides strategies for employers to recognize the value of IENs and understand the challenges/barriers they face.*

Partnerships  
Established

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

Acquiring  
Funding  
Resources

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

Interventions  
planned through  
stakeholder  
consultations

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

→

Attracting,  
integrating and  
retaining IENs

# Diverse Workforce

***Proper integration of IENs will lead to a diverse workforce that can respond to varied patient needs.***

Received their basic nursing education in a country other than Canada

Licensed/registered to work in Canada

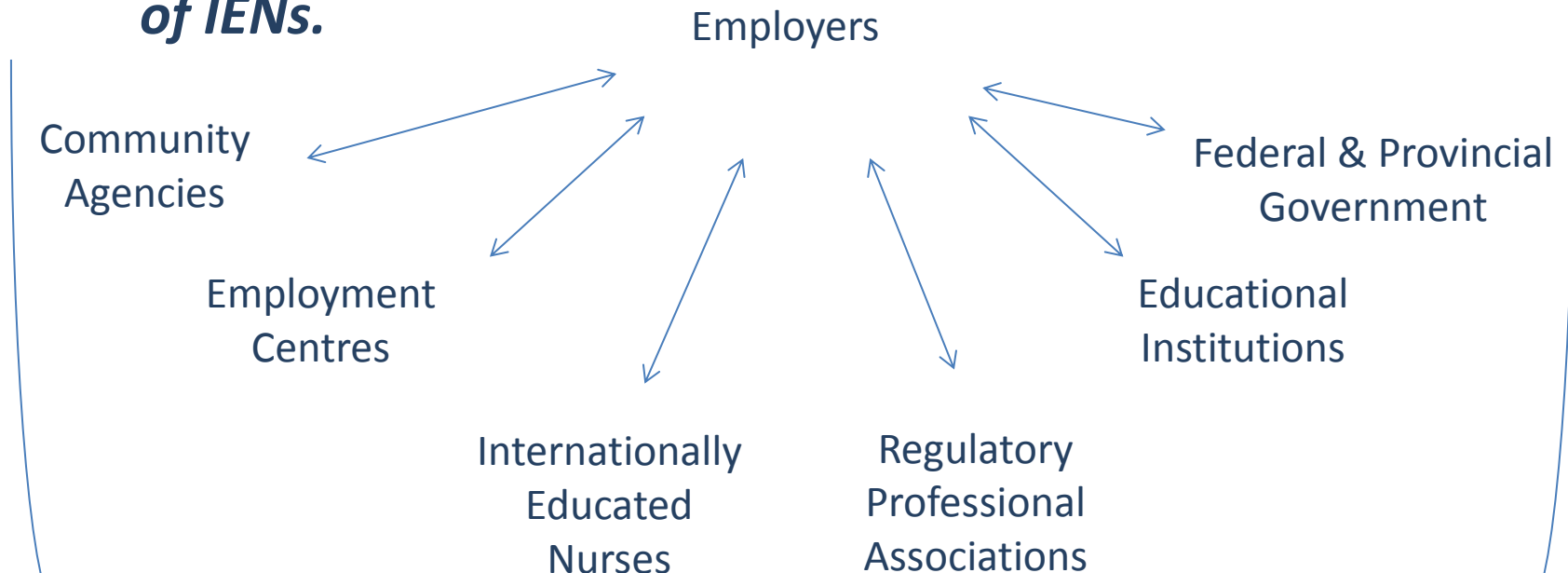
Received orientation to Canadian society, culture and nursing practice to provide quality patient care

Diverse workforce responding to varied patient needs

# Importance of Engaging Target Stakeholders

*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.*



# Challenges/Barriers

Partners may differ in goals, requirements, constraints, priorities and methodological preferences due to:

- organizational mandates
- research vs. clinical agendas

## Budget Constraints

# Stakeholders who Benefited from OHA-NHSRU IEN Project

- The three year project engaged:
  - < 2500 stakeholders and
  - < 1400 organizations
  - ~2400 internationally trained individuals

# Future Directions...

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”***

# Objective

**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**

- Target 150 cross-sectoral healthcare employers
- Help employers in Ontario hire/ integrate 200 IENs over 3 years (2014-2017)



# Benefits to Participating Employers

## Employers will be:

- **informed** about access to government funding initiatives to increase employment
  - i.e. NCO funding
- **linked** to a pool of work-ready IENs who have graduated from bridging/employment programs
- **aware** of successful programs for hiring IENs
- **understand** best practices for hiring and integrating IENs

# Project Advisory Committee

Name	Title	Organization
Candace Chartier	Chief Executive Officer	Ontario Long Term Care Association
Ella Ferris	Executive Vice President and Chief Nursing Executive	St. Michael's Hospital
Nancy Brown	Program Manger, Part-time & Graduate Studies	Mohawk College
Brenda Mundy	Manger, Professional Practice	Southlake Regional Health
Ruth Lee	Chief of Nursing Practice	Hamilton Health Sciences
Zubeida Ramji	Executive Director	CARE Centre for IENs

# Mixed Methods

**Development**  
2014 - 2015

**Implementation**  
2015 - 2016

**Evaluation**  
2016-2017

Qualitative : semi structured interviews; surveys;  
workshop/ webinars

Quantitative: job vacancy analysis, surveys (throughout  
process, post workshops webinars & evaluations)

# Project Components

- Ontario nursing job vacancy analysis
- Orientation tools developed in collaboration with healthcare employers
- Three workshops (June 2015)
- Three webinars
- The employment manual and associated tools will be distributed to 1,200 healthcare employers in Ontario
- Employer survey to evaluate the number of IENs hired and rate of successful integration

# Stay in Touch

Sign up for the NHSRU newsletter

<http://nhsru.com/news-events/newsletter/>

# Thank You

## Contact

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