



# CARE CENTRE STRATEGIC PLAN

2020 – 2023

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Supporting Nurses Back into Practice

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## INTRODUCTION



The CARE Centre for Internationally Educated Nurses (IENs) was created in 2001 to address a major gap in Ontario's healthcare human resources strategy. While the Centre has been primarily focused on supporting nurses arriving in Ontario from other parts of the world, it is now recognized as a unique Canadian enterprise that focuses on support IENs in their journey to become qualified to practice throughout Canada.

A 2019 third party Program Delivery Evaluation Final Report contained feedback from almost 500 CARE Centre member IENs. Those stakeholders and partners interviewed also had positive view of the work of CARE Centre, particularly the case management model, job shadowing program and overall good partnerships and collaboration.

According to this positive report, the CARE Centre program model:

- Meets the needs of participants;
- Provides appropriate information and services to IENs;
- Fulfills its mandate of providing information about the requisite knowledge and skills;
- Gives IENs meaningful connections to communities, regulatory bodies and public institutions; and
- Uses a variety of methods to deliver services and information.

As reported to the Board by the Executive Director, the current three Strategic Directions have served the organization well and most, if not all of the targets have been fully met.

In looking to the future, the key emerging issues for the CARE Centre are:

- Strengthen ability to provide services using electronic means to supplement current largely in person service;
- Improve website and accessibility to electronic tools, workshop enrollment and fee payment through secure website portal;
- Streamline workflow and capitalize on capability of SUMAC (CARE Centre's recently implemented documentation system) and online learning technology;
- Provide training to staff in adapting to the change;
- Increase capacity in conducting ongoing evaluation to make timely course correction and changes in service delivery; and
- Consider ways for staff to work more efficiently and effectively, possibly by taking advantage remote work opportunities.

## OUR VISION

CARE Centre will be recognized provincially, nationally and internationally as a leader in supporting the registration and integration of Internationally Educated Nurses into the Canadian nursing profession.

## OUR MISSION

Our mission is to provide Internationally Educated Nurses (IENs) with the service and support they need to be successful.

## OUR VALUES

As we carry out our mission and strive to realize our vision we will always stay true to our core values:

- Showing **Respect** in all of our dealings with our colleagues and clients.
- Encouraging **Teamwork** that clearly values collaboration & input towards organizational success.
- Emphasizing **Accountability** at both the staff and board level.
- Focusing on **Professionalism** in all we do.
- Showing understanding and **Compassion** to all those we work with and those we serve.
- Championing the **Diversity** of our clients by reflecting it in a culturally-competent organization.

## STRENGTHS, LIMITATIONS, OPPORTUNITIES & CHALLENGES

In developing our strategic priorities and objectives we will consider how to best capitalize on our Strengths, minimize our Limitations, leverage our Opportunities and mitigate our Challenges.

### Strengths

- CARE Centre's case management model provides IENs with holistic support;
- Recognized competency & knowledge of registration process & the nursing profession in Canada builds confidence among IENs and potential employers;
- Strong reputation among current clients leads to greater number of referrals;
- The CARE Centre's Job Shadowing program provides on-site learning opportunities;
- Our exclusive focus on nursing helps manage costs; deal with capacity issues, and ensures that any limitations placed on us by funders is recognized;
- Partnerships with health-care employers and academic institutions lead to greater opportunities for IENs which is extremely important to funders (i.e. numbers finding jobs);
- As 60% of IENs are comfortable working digitally, the improved CARE Centre website design is the ideal platform for introducing more e-learning options;
- Fostering solid relationship management skills has led to a wider network of potential employers, academic institutions, professional organizations and settlement and bridging program partners; and
- Strong & positive relationship with funders help mitigate funding stability concerns.

### Limitations *(Weaknesses)*

- Reduced numbers & locations of case managers has hampered the holistic support model;
- Lack of job search skill-building tools available to IENs restricts their ability to find employment;
- Although there is a desire to expand our reach, there are capacity issues already being experienced;
- Escalating rent costs takes up too great a share of the operating budget; and
- Past focus on building a first-class Case Management model has meant there has been limited time available to support staff in other areas.

## Opportunities

- As some 60% of IENs learn via the web, there is an opportunity to develop a blended learning model (e.g. Canadian Culture & Communication for Nurses, Touchstone Institute Project 360);
- Make greater use of technology and proven HR management techniques to reduce the size of the office footprint;
- Given the current average age of nurses in Canada there is expected to be a nursing shortage by 2022 leading to a likely increased demand for IENs;
- Some current partners have expressed a willingness to explore greater collaboration opportunities (e.g. mock employment interviews with a hospital partner); and
- There is expected to be an increase in the number of LTC facilities due to the increasing number of seniors who will require care, many of whom will come from diverse cultures.

## Challenges *(Threats)*

- Uncertainty surrounding the funding priorities of the current Government of Ontario;
- Anticipated regulatory changes which could affect entry to practice and as a result require CARE Centre to amend its offering to IENs;
- Limited bridging and clinical practice opportunities for IENs to meet requirements within the time allowed;
- Current college curricula do not match IENs needs and it is difficult for colleges to implement 'niche' programming to better address those needs;
- Nursing schools are at full capacity without any IEN enrolment;
- Generally low awareness in IEN community (word- of-mouth); and
- There is a possibility of the landlord taking back the CARE office space before 2025. Given that the current lease is well below market rates, it would not be easily matched in the GTA.

The following Strategic Priorities and Objectives were developed, in part by the Strategic Planning Committee based on the BOARDrx Preliminary Report and discussions held on September, 4, 2019. The plan also reflects feedback based on the Oct. 1<sup>st</sup> Board meeting.

## STRATEGIC PRIORITIES & OBJECTIVES

To achieve our Vision and carry out our Mission we will focus on the following Strategic Priorities and supporting Key Strategic Objectives:

Strategic Priority	Key Strategic Objectives	
<b>1. Maintain an Organization with Financial Stability and Professionalism at its Core.</b>  <i>Leverage relationships and best practices to ensure maximum efficiency, effectiveness and ongoing sustainability.</i>	A	Preserve current funder relationships in a way that meets their requirements so that current funding remains stable and the potential for more funding is possible.
	B	Seek new resources and funding to support the investment needed to introduce innovative digital learning options.
	C	Identify and build key health care partnerships to increase employment and training opportunities for IENs (e.g. strategic partnerships for development and delivery of CARE Centre content, cash and in-kind donors).
	D	Ensure an ongoing, accurate assessment of organizational performance so that the Board and management can make the necessary course corrections in a timely manner.
	E	Introduce a simple risk management approach that will identify the risks faced by the organization (e.g. lease issue), their likelihood and potential impact and the mitigation strategies/solutions for dealing with them.

Strategic Priority	Key Strategic Objectives	
<b>2. Transform the Organization by Providing a Blended Learning and Flexible Service Delivery Model</b>  <i>Recognize both the life demands and digital comfort level of IENs to provide more flexible and accessible service and support.</i>	A	Identify the programs and services best suited to online, in-person, or a blended approach so that more IENs receive the help they need.
	B	Explore possible educational/e-learning partnerships that will facilitate cost-effective and sustainable e-learning options.
	C	Implement the new digital options identified in a way that is easily accessible to IENs and cost-effective for the organization.
	D	Make greater use of social media and other digital communication options to build and maintain the IEN community so that they are provided with more networking and mentorship opportunities.
	E	Review the staffing model and facilitate staff learning and professional development to ensure that the organization has the talent it needs to support the new blended learning approach.

## CARE CENTRE STRATEGY MAP

