# Workplace Transition Program For Employers & IENs

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CENTRE FOR INTERNATIONALLY EDUCATED NURSES
Supporting Nurses Back into Practice

# Agenda

- **CARE Centre - Overview**
- **Pilot Study Findings**
- **Workplace Transition Program (WTP)**
  - WTP Goals & Components
  - WTP: Employers Initiative
- **Your Feedback**

# Acknowledgment


- IENs Participants
- Jonelle Mitchell
- Gillian Raymond
- Stefanie Bojarski

# CARE Centre - Overview

- Established  September 2001 to become Ontario's first bridge training program for internationally educated professionals
- Funded by the Ontario Ministry of Citizenship and Immigration with support for some skills training programs from the Government of Canada
- Assists Internationally Educated Nurses (IENs) to become registered as RNs and RPNs in Ontario and access employment
- Supports employers in their efforts to facilitate a smoother transition of IENs into workplace
- CARE Centre has locations in Windsor to Kingston corridor, with its head office in Toronto
- **Over 1500 IENs (CARE Centre members) have obtained registration**

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# A Pilot Study

# Purpose

- To examine the perspectives of employed and employment-seeking IENs on the availability and desirability of different workplace transition/integration supports in Ontario.

# Research Questions

1. What workplace transition supports (WTSs) are commonly available in Ontario based on perspectives of employed IENs?
2. What WTSs are desirable and should be available to IENs in Ontario based on the perspectives of employed IENs?
3. What WTSs are desirable and should be available to IENs in Ontario based on the perspectives of employment-seeking IENs?
4. Is there a difference between employed IENs and employment-seeking IENs' perspectives about WTSs that are desirable?
5. What is the awareness level of the participants about WTSs for IENs?

# Workplace Transition Supports for IENs

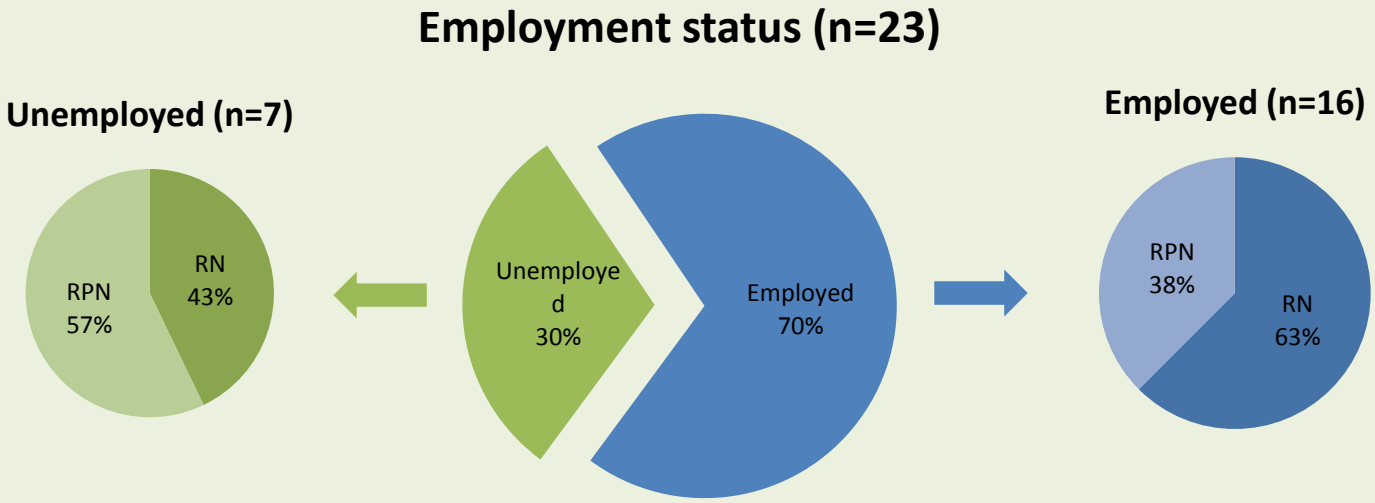
| Program Name | Description |
|---|---|
| Buddy Program | IEN paired with another experienced IEN of a similar cultural background |
| Professional Mentorship | IEN paired with another experienced nurse who provides mentorship related to their professional practice and career development |
| Corporate Orientation for All New Staff | General and clinical orientation to new workplace - same program provided to all new recruits |
| Corporate Orientation for IENs | General and clinical orientation to new workplace with additional training modules provided for internationally educated nurses |
| Cultural Awareness Training for Managers | Training to develop awareness and understanding of how a person's culture influences beliefs, values and behaviours for the purposes of enhancing communication skills and promoting a high standard of professional performance |
| Cultural Awareness Training for Nursing Staff | Training to develop awareness and understanding of how a person's culture influences beliefs, values and behaviours for the purposes of enhancing communication skills and promoting a high standard of professional performance |
| One-on-One Formal Support From Immediate Supervisor/Manager | e.g. Progress reports at regular intervals |

# Methodology

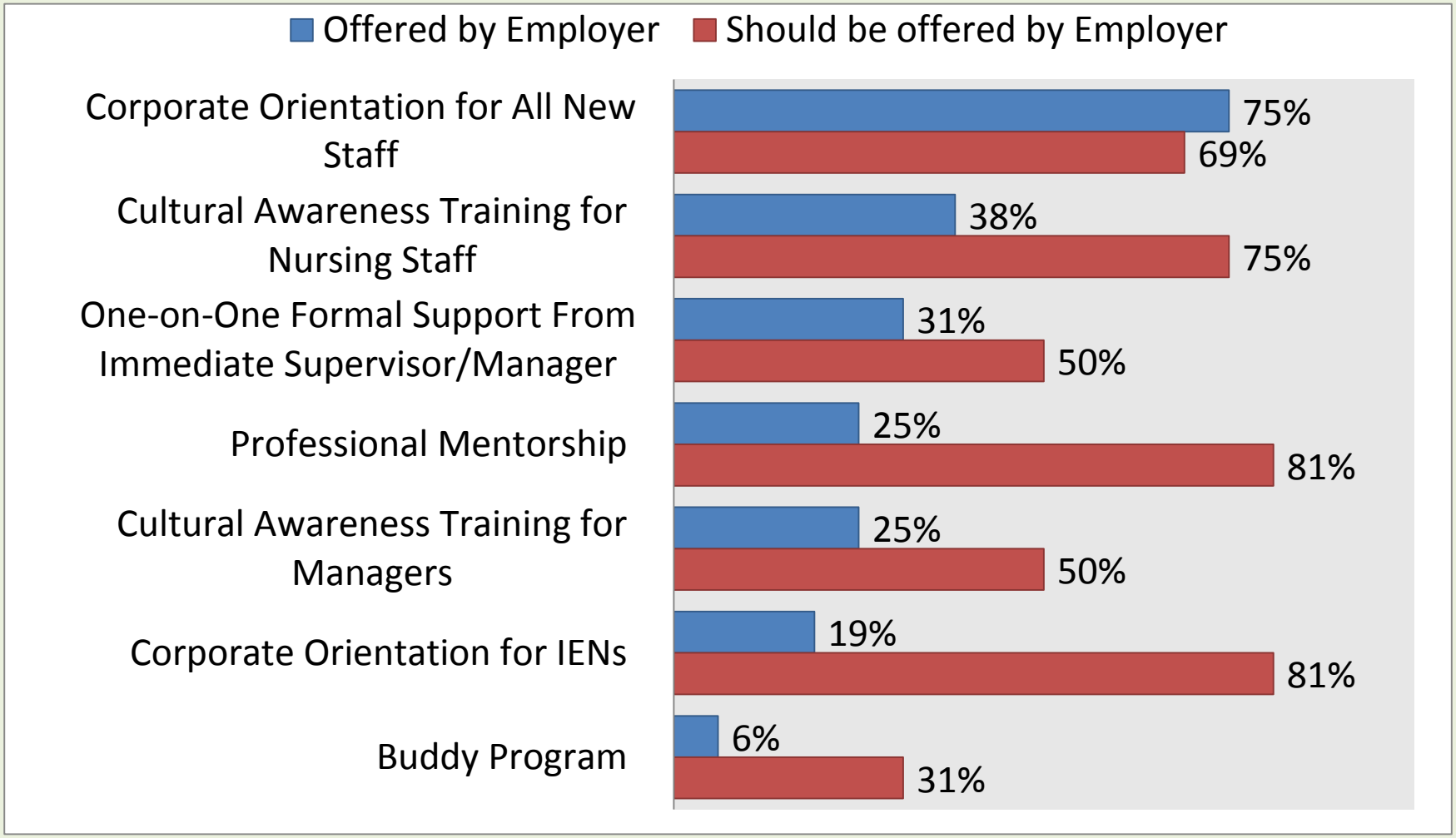
- A cross-sectional pilot study design was used to answer the research questions.
- Online survey sent to CARE members
- 37 participants responded
- Data collection took place in Sept-Oct 2012
- Descriptive analysis used to compare the responses between employed and employment-seeking IENs
  - No significant differences found between RNs and RPNs in their responses

# Findings

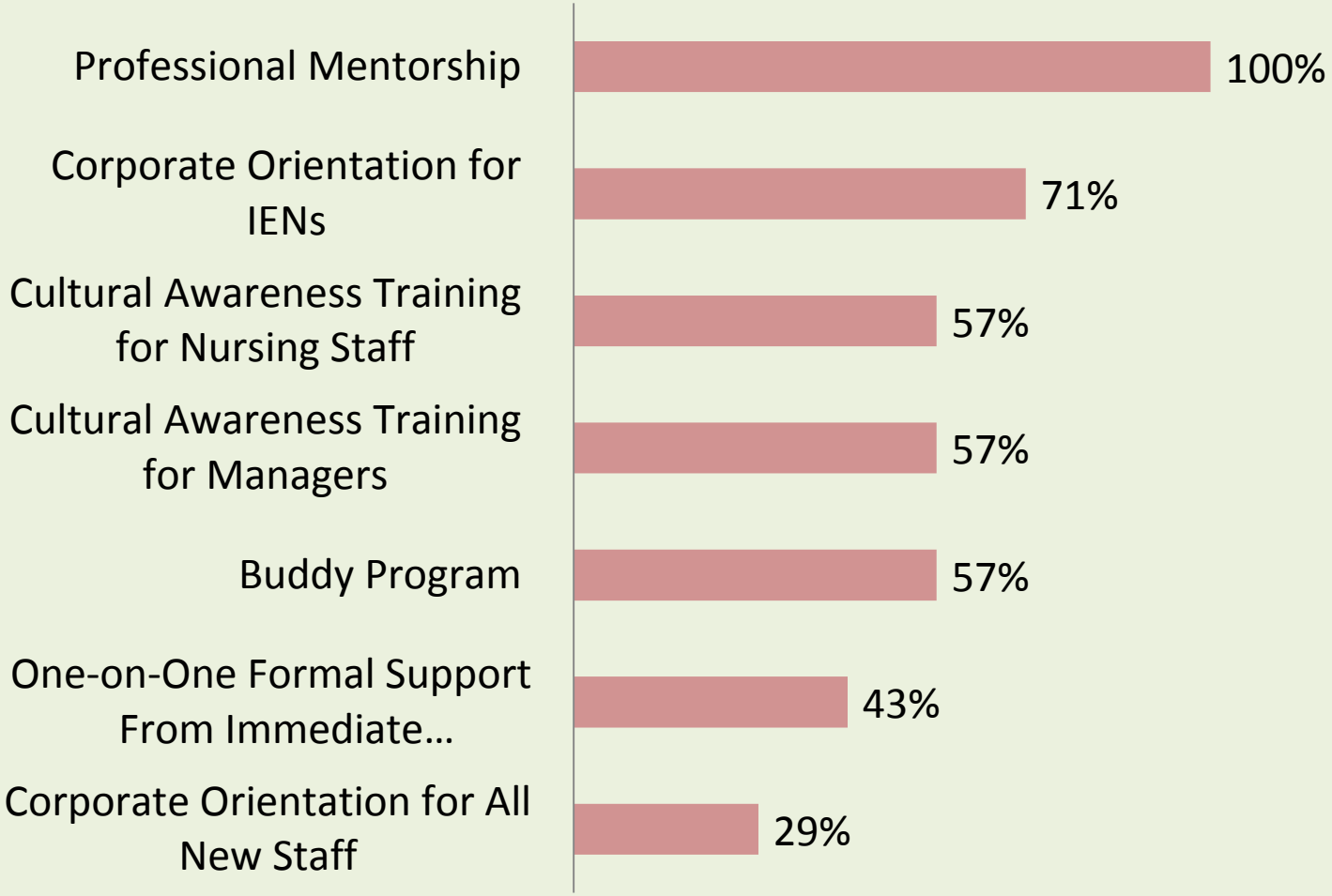
- Over 86% of the participants were female between the ages of 30 and 39.
- From 15 countries with the top three countries of: Philippines, India and Iran



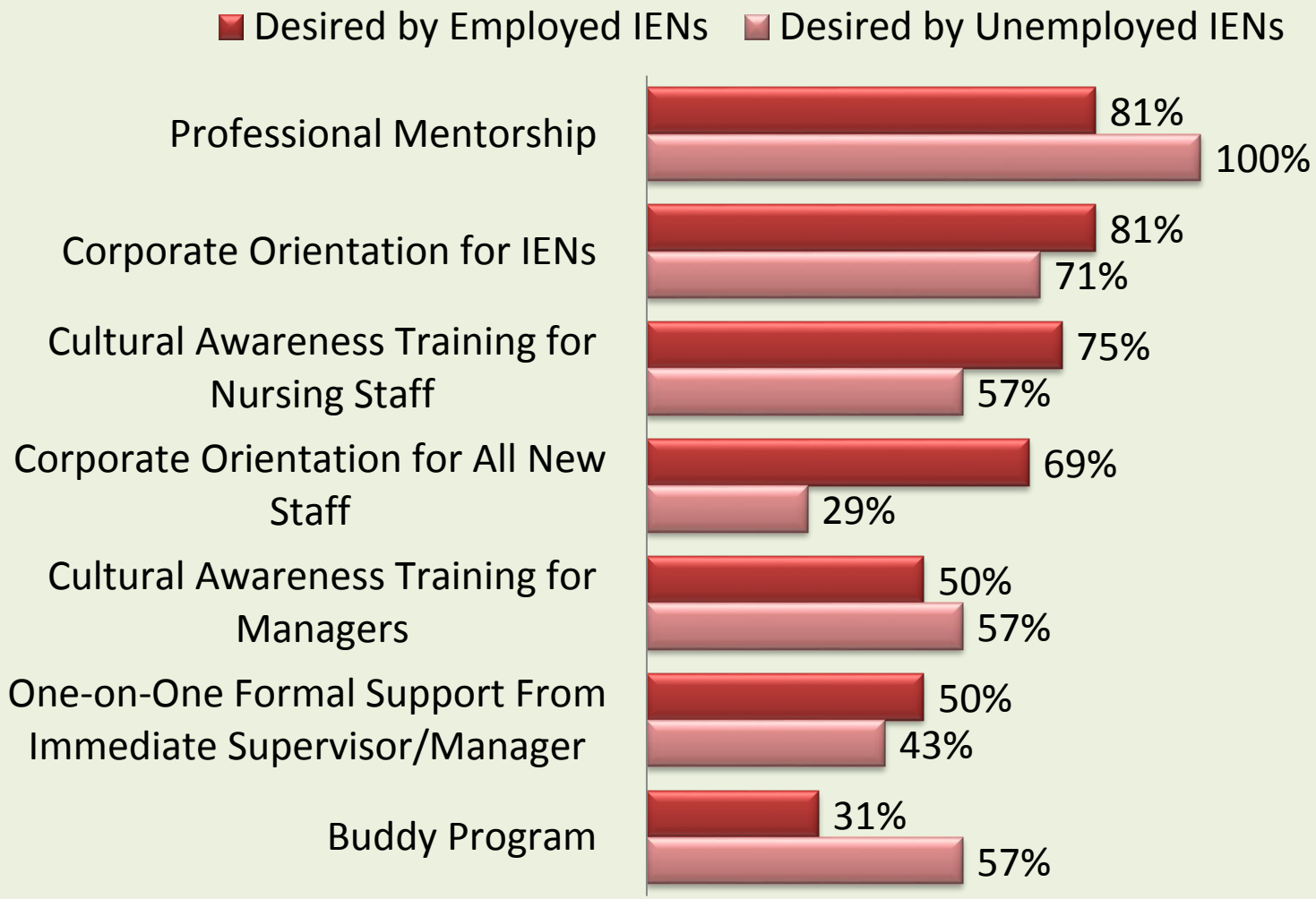
# Employed-IENs Perspectives on Availability vs. Desirability of WTSs



# Employment-Seeking IENs Desirability of WTSs



# WTSs Desirability of Employed vs. Employment-Seeking IENs



# IENs Awareness of WTSs

- 88% of employed IENs were unaware of such programs and services for IENs prior to their employment.
- For the 12% who were aware, friends and CARE Centre were identified as sources of information on this.
- From employment-seeking IENs, 43% responded that they would ask their prospective nursing employers about such programs and services for IENs.
- Furthermore, over half of the IENs seeking employment planned on identifying themselves as IENs during the recruitment process.

# Limitations

- Small sample size
- This study only obtained IENs' perspectives and did not include views of employers of IENs.

# Conclusion

- There is a gap between the availability and desired WTS for IENs in Ontario.
- The ‘corporate orientation for new staff’ is the most available one to IENs, BUT majority of IENs desire to have an IEN-focused transition/integration program
  - customized orientation for IENs, professional mentorship, cultural awareness training for nursing staff and managers, and a buddy program.
- In addition, IENs desire to have a longer orientation/transition (more than the 4-6 weeks available for newly hired nurses).

# Implications

- Employers need to have some measures in place to identify the IENs during the recruitment/orientation process without stigmatizing them, to assess the specific needs of IENs for transition and integration, and to facilitate providing the required WTSs in a safe environment.

- There needs to be a balance between IEN-specific programs and those for all nurses in which IENs feel safe and not discriminated to participate.
  - WTSs for IENs need to include those that provide training - mentors, preceptors, educators – the managers and all the staff.

- Employers need to allocate dedicated resources towards WTS for IENs; funding available through the Nursing Career OrIENtation (NCO) initiative could be accessed.

# Implications

- Employers may have different levels of expertise/experiences in IENs workplace transition/integration.
  - They could, however, reach out to the experts and available resources within the bridge training sector, including programs such as CARE Centre.

- Bridge training programs such as CARE Centre should expand their focus beyond supporting IENs in obtaining their registration/first employment in nursing in Ontario.
  - By engaging employers, they could utilize their capability and expertise to facilitate a smooth and successful transition of IENs into workplaces

# CARE Centre's Workplace Transition Program (WTP)

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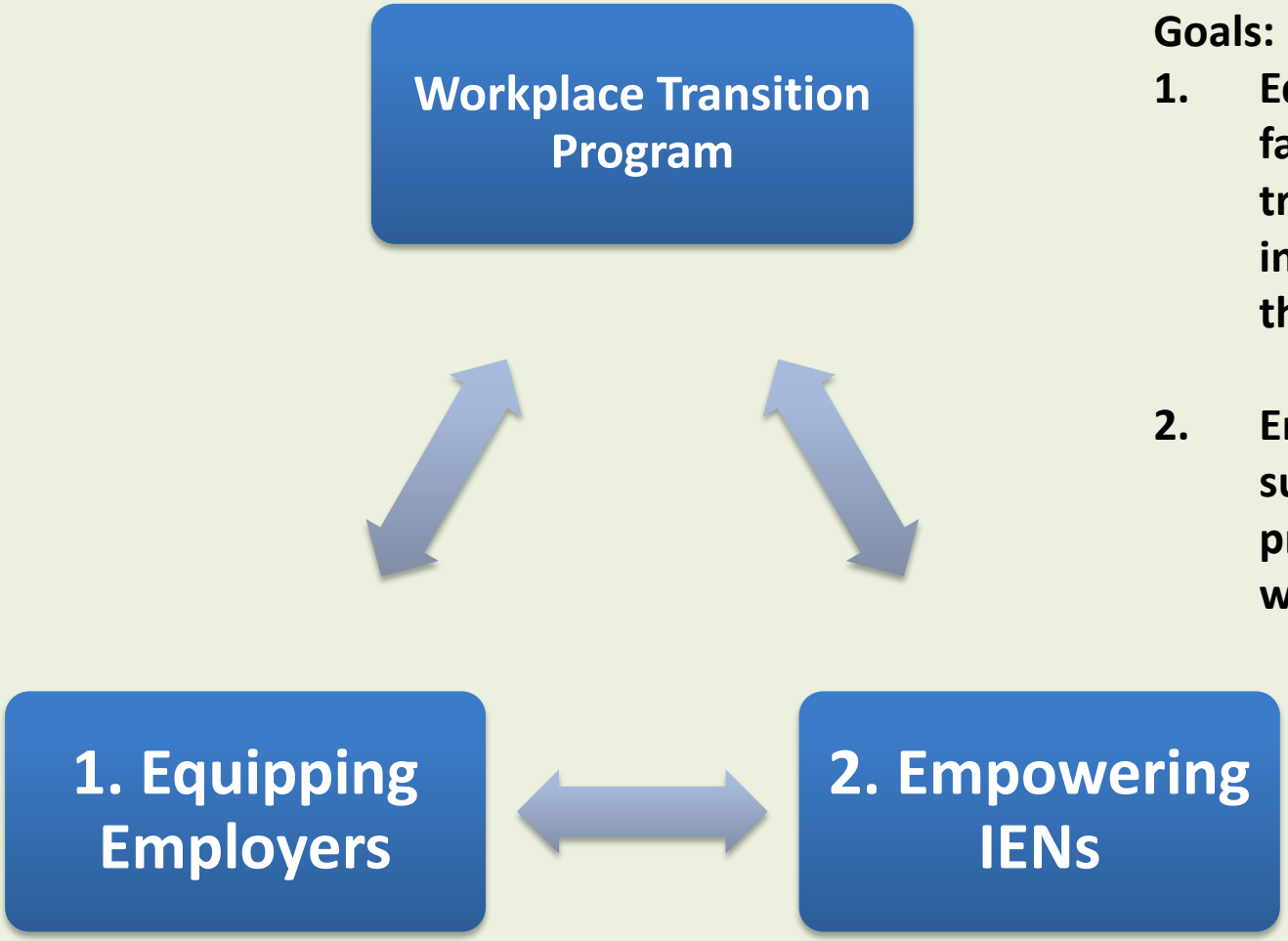


**Goals:**

1. **Equipping employers in facilitating a smooth transition and successful integration of IENs into their workforce**

2. **Empowering IENs to succeed and excel in professional practice in workplace**

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# Equipping Employers - Strategies

**Awareness**

- WTP Resources
- NCO Awareness Webinar

**Recruitment**

- Providing Job Posting Platform
- Facilitating Job Interview
- Observational Job Shadowing

**Orientation**

- Nursing Readiness Assessment
- Customized IEN Orientation

**Transition/ Integration**

- Nurse Managers & Educators WT Modules
- IEN WT Modules
- Effective Communication Strategies for Nurses

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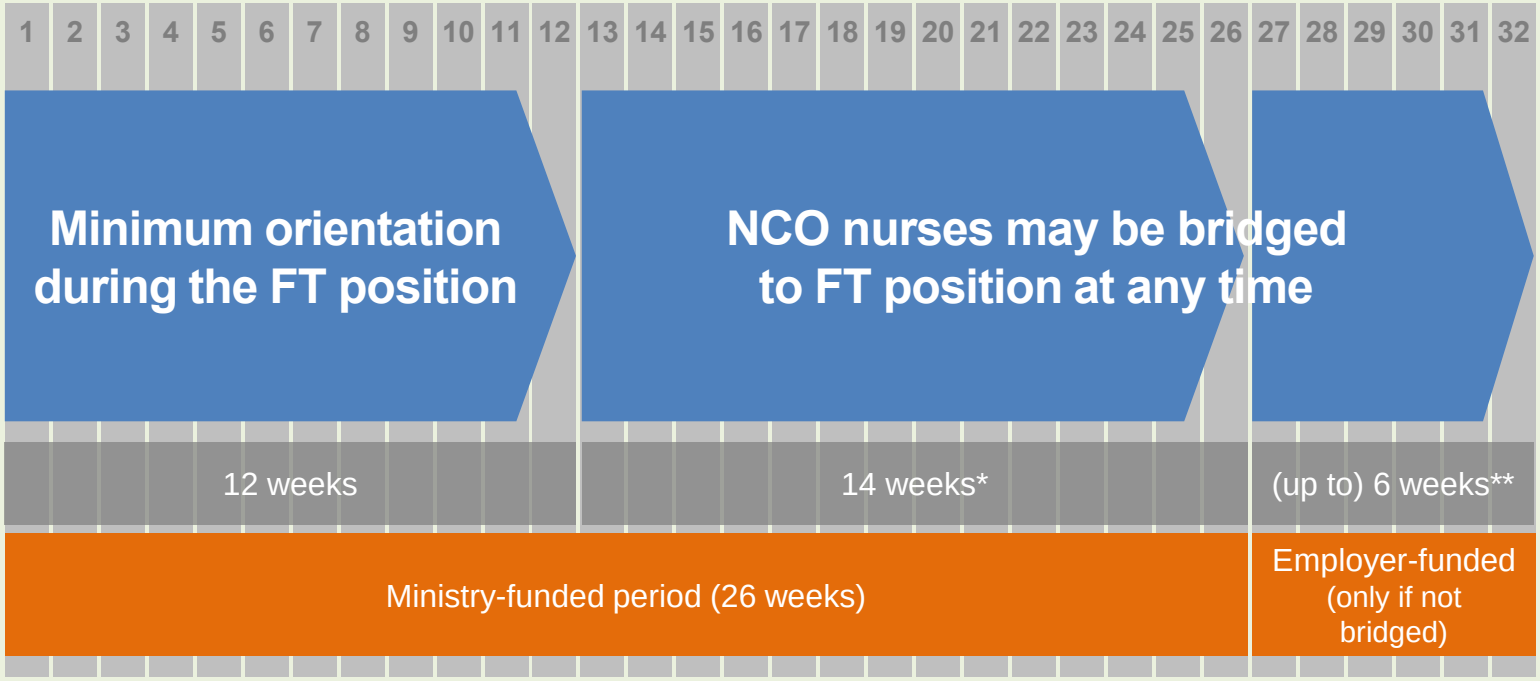
## Nursing Career OrIENtation (NCO) Initiative

Awareness

- Initiative of Ontario's Nursing Policy and Innovation Branch, MOHLTC
- Launched in April 2014, NCO Initiative designed to support IENs newly registered in Ontario transition to practice in a health care setting within the Province
- Funding to eligible employers to cover the salary and benefits (up to 24%) for up to six months




* May be eligible for re-investment funding

** Employer is required to fund up to six additional weeks of full-time employment

# Accessing IEN Talent Pool

Recruitment

- Job Posting Platform – Free service for employers
- Job Interviews organized – Targeted assistance
- Observational Job Shadowing – Mutual benefit to agency and IENs

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# Early & Customized Supports

- Nursing readiness assessment (NRA) tool
  - sector-specific for acute care, LTC & community
  - automated access
  - interpretation of results
- Customized orientation for IEN

**NRA assesses skills and learning needs in the following areas:**

1. Standards of Practice + Application (therapeutic relationships, culturally sensitive care, consent, conflict)
2. Nursing Process
3. General Nursing Knowledge + Application (sector-specific)
4. Health and Physical Assessment (sector-specific)
5. Pharmacology & Med Mathematics (sector-specific)
6. Documentation (sector-specific)

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Transition/ Integration

## Nurse Managers & Educators WT Modules

1. Diversity management in Health care & IENs
2. Hiring IENs a smart HR strategy
3. Workplace Transition & Integration of IENs: Effective Strategies

## IEN WT Modules

1. Early transitional issues
2. Legal and ethical professional obligations in physical and digital worlds
3. Relational practice, bullying and conflict management
4. Interprofessional collaborative client/ family-centred practice

# Effective Communication Strategies for Nurses

Transition/ Integration

4 Modules; 15 hours each; Onsite – in person or through OTN

1. **Effective Telephone Skills**
   - Enabling nurses to manage conversations over the phone with confidence.
2. **Intercultural Communication**
   - Providing nurses with strategies to bridge cultural differences, helping them advocate for the client.
3. **Communicating with Clients and Family**
   - Equipping nurses with the skills and confidence necessary to deal with challenging interactions.
4. **Interprofessional Collaboration**
   - Strengthening the skills required to communicate both orally and in writing to effectively function as part of interdisciplinary teams.

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# Equipping Employers – Your Feedback?

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**Recruitment**
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- Job Interview
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**Orientation**
- Nursing Readiness Assessment
- Customized IEN Orientation
- Language & Communication for Nurses

**Transition/ Integration**
- Nurse Managers & Educators WT Modules
- IEN WT Modules
- Language& Communication for Nurses

***What are your thoughts about components of WTP?***

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# Your Feedback?

- What are the common challenges faced by IENs in your organization?
- Will the WTP helps IENs and managers to facilitate a smooth transition?
- Your Recommendations?

Thank you!