



NATIONAL NEWCOMER
NAVIGATION NETWORK

RÉSEAU NATIONAL DE
NAVIGATION POUR
NOS NOUVEAUX ARRIVANTS

ANNUAL REPORT 2024-25

Progress with Purpose:
Transforming Newcomer
Challenges into Solutions





LAND ACKNOWLEDGMENT

The National Newcomer Navigation Network (N4), hosted at CHEO in Ottawa, Ontario, is built on unceded Algonquin Anishinaabe Territory. The peoples of the Algonquin Anishinaabe Nation have lived on this territory for millennia and we honour them and this land. CHEO also honours all First Nations, Inuit and Métis peoples for their past and present contributions to this land

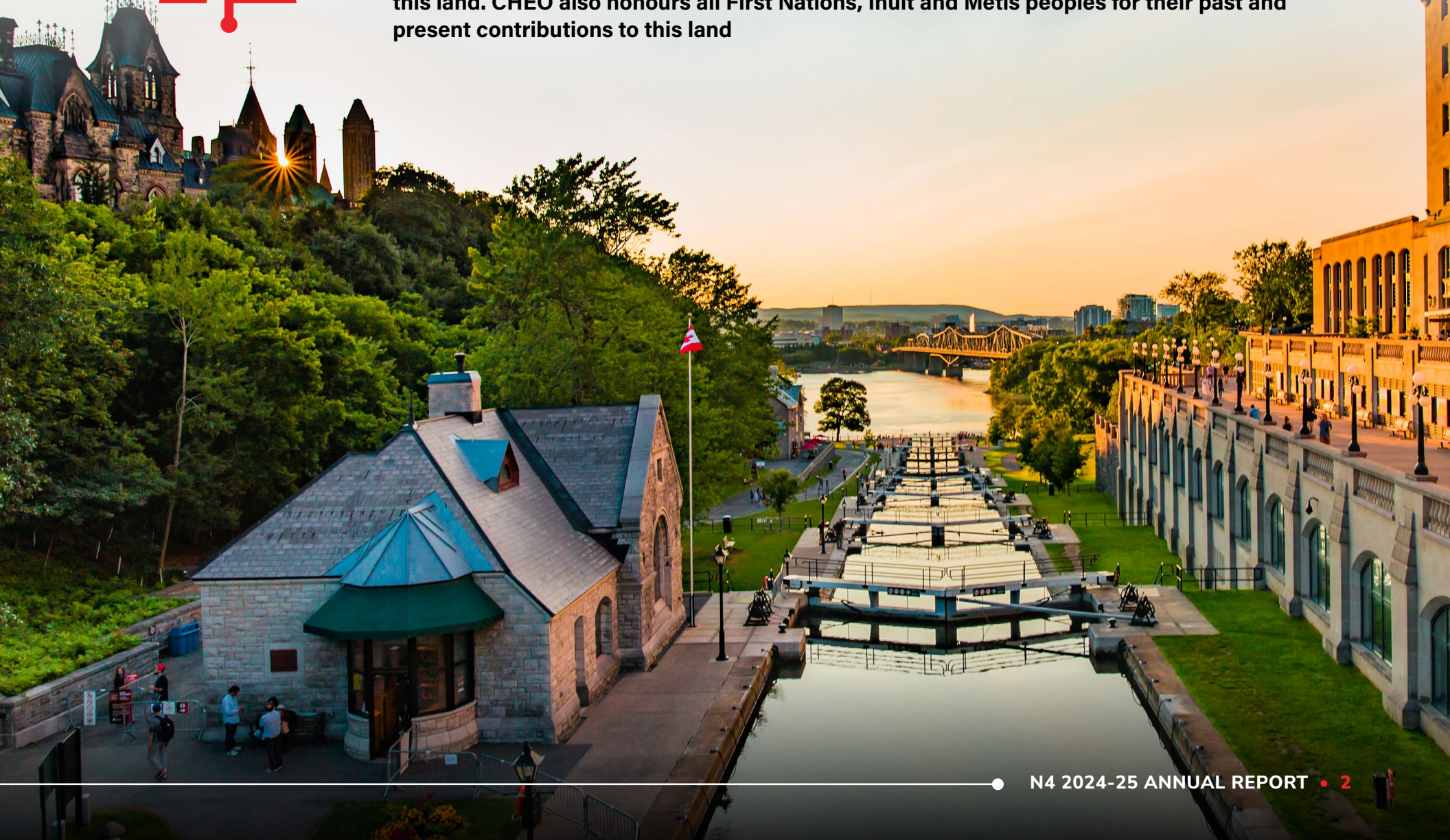




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MESSAGE FROM THE DIRECTOR

This year marked a significant milestone for N4 as our work funded through IRCC's System Delivery Improvement contribution agreement drew to a close. During the past six years, N4 has evolved from a concept to being a key player at the intersection of health and newcomers. Our pan-Canadian intersectoral community grew to over 10 000 professionals devoted to fostering newcomer health equity and optimal employment for internationally educated health professionals (IEHPs). The health sector gained awareness of newcomers as a distinct and vulnerable sector of Canadian society and the settlement sector advanced their ability to support newcomer navigation of health services.

Key among our innovations was an intersectoral Community of Practice (CoP) model that addresses root causes of inequity by developing tools through time limited working groups. By partnering with Saint Paul University, we co-designed and delivered two specialized virtual training programs to advance the professional careers of over 600 healthcare providers. Our digital platform became a trusted "one-stop-shop" for key resources and tools. We converted complex and diverse sources of data into easy to share visual data snapshots, advancing evidence-based decision-making. Our team provided direct support to over 300 partner organizations in achieving their newcomer equity priorities. Over 2700 professionals became N4 members, building direct connections in a secure, collaborative space.

We are incredibly grateful to the many stakeholders whose collaboration, guidance, and support have been instrumental in shaping our journey and advancing our mission. A special thank you to our Advisory Committee, CoP Steering Committee, working groups, subject matter experts and webinar guest speakers for their invaluable contributions.

While our funding from IRCC has ended, we are working to ensure meaningful change continues. In the coming months, we will work with partners to keep our digital N4 platform accessible—including 100+ N4-created tools and recorded learning events, and thousands of curated intersectoral resources in our IEHP Resource Hub, Resource Library, and eLearning Library. We will complete the communication and knowledge mobilization of the findings from our Interim Federal Refugee Program (IFRP) working group, key informant interviews on best practices in health sector readiness for mass arrivals and roundtables on barriers to the identification and treatment of TB.

Though our role has ended, the need for newcomer health equity has never been greater. Please continue to champion this critical work.



Christine Kouri
Director



N4 ADVISORY COMMITTEE

The Advisory Committee is comprised of 17 individuals with expertise across various sectors, including pediatric and adult health care, education, immigration, as well as individuals with lived experience as newcomers to Canada. Two staff from the host organization, CHEO, help to coordinate the committee. The committee is diverse in composition and includes individuals across participating provinces in Canada.

Name	Organization	Position	Location	Committee Position
Co-Chairs				
Jonathan Mitchell	HealthcareCAN	Vice-President, Research and Policy	National (Ontario)	Health Equity and IEHP - Policy
Andrea Gardner	Jewish Family Services	Associate Executive Director	Ottawa, ON	Co-Chair / Health Equity - Frontline Settlement
National Sector Representatives				
Lisa Stromquist	Children's Healthcare Canada (CHC)	Associate Director	National (Ontario)	Health Equity - Pediatric Healthcare - Policy
Émilie Albert	Société Santé en français (SSF)	Projects Coordinator	National (Ontario)	Health Equity - Francophone
Aamna Ashraf / Jewel Bailey	Immigrant, Refugee Mental Health Project (hosted at CAMH)	Senior Manager of Health Equity / Project Coordinator, IRMHP	National (Ontario)	Health Equity - Mental Health Policy
Jodi Hall	Canadian Association of Long-Term Care	Chief Executive Officer	New Brunswick	IEHP - Employer
Caroline Ewen	World Education Services	Manager, Policy and Advocacy	National (Ontario)	IEHP - Policy
Provincial and Local Sector Representatives				
Laura Callaghan	IWK Health Centre	Nurse Practitioner	Halifax, NS	Health Equity - Healthcare (frontline)
Nancy Clark	University of Victoria	Assistant Professor, School of Nursing	Victoria, BC	Health Equity - Academia
Dr. Tanya Lentz	NeuroSpark Psychology	Psychologist	St. John's, NL	Health Equity - Frontline Mental Health
Christian Hirwa	Francophone Health Network	Director	Yellowknife, NWT	Health Equity - Umbrella Francophone
Persons with Lived Experiences				
Mateo Vitale	N/A	Youth Advisor	Calgary, AB	Health Equity - Lived Experience
Manju Kochukunju	Nova Scotia IEN Network	IEHP Advisor	Halifax, NS	IEHP - Lived Experience
N4 Support Staff				
Christine Kouri	CHEO	Director	Ottawa, ON	N4 Support Staff
Stephanie Rochette	CHEO	Administrative Asst.	Ottawa, ON	N4 Support Staff



OUR STORY

Every newcomer—immigrant, refugee, asylum seeker, or refugee claimant—arrives in Canada with hope for opportunity, stability, and a brighter future. Yet, despite Canada’s welcoming spirit, many face barriers in accessing essential health and social services. At the same time, professionals guiding them through these systems encounter their own challenges, making equitable and timely support difficult to achieve.

At N4, hope has been at the heart of our mission. We have stood as a trusted resource, helping newcomers and those who support them navigate the complexities of Canada’s healthcare and social service systems. Beyond guidance, we strived to create meaningful change—ensuring that every newcomer finds the support they need to build a thriving future.

From 2019 to 2022, we cultivated a strong network of dedicated professionals, all committed to advancing health equity. Together, we improved services and transformed lives, reinforcing the idea that a more inclusive Canada is possible.

Since April 2022, Immigration, Refugees, and Citizenship Canada (IRCC) has expanded our mandate to address employment inequities for newcomers in the healthcare sector. At a time when Canada faced a critical health human resource shortage, N4 became a beacon of opportunity for internationally educated health professionals (IEHPs)—removing barriers, unlocking potential, and building a more diverse, skilled workforce.

While N4’s journey has come to an end, the impact of our work lives on. The connections we fostered, the resources we created, and the awareness we raised will continue to shape a more inclusive and equitable future for newcomers in Canada.



MISSION, VISION, VALUES

Vision

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

Mission

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

Our Values

- Diversity
- Collaboration
- Inclusion
- Innovation





OUR TEAM



Christine Kouri
Director



Sahar Zohni
Manager of Operations,
Planning & Performance



Mariah Maddock
Team Lead Knowledge
Development and
Mobilization



Ronny Santos
Senior Business
Systems Analyst



Colleen Drake
Project Engagement
Coordinator



Cat Goodfellow
Research Coordinator



Sage Mosurinjohn
Graphic Designer



Youcef Khallil
Communications
Specialist



Chantel Spade
Quality Improvement
Specialist



Stephanie Rochette
Project Officer



OUR TOOLS



CONNECT

Member directory: Searchable and sortable contact database of N4 members

Meeting place: Online discussion forum to exchange ideas and resources

Events calendar: Upcoming N4 and partner educational offerings



LEARN

N4-Hosted Webinars and Professional Development Series: Live sessions and access to recorded ones

eLearning: Catalogue of N4 and partner trainings

Resource Toolkit: Library of news, research articles, and tools

Data Snapshots: Key public and member-driven data to facilitate evidence-based decision making

N4/Saint Paul University programs:

Online certificate programs to enhance non-clinical skills of IEHPS and those needed in order to promote newcomer equity

Conferences: Intersectoral knowledge mobilization events

RSS Feed: News from organizations involved in the recruitment and retention of IEHPs



COLLABORATE

N4 Community of Practice: Time-limited working groups producing evidence based, outcome-driven, and impact-focused deliverables to address the root causes of inequities for newcomers

Subject Matter Experts (SMEs): Volunteers providing expertise to N4 members

IEHP Resource Hub: A comprehensive platform that provides resources, tools, reports, and an up-to-date list of supports for IEHPs, organizations supporting them (stakeholders) and employers.



GROWING OUR NETWORK

Outreach and Site Visits

Site visits play a pivotal role in the National Newcomer Navigation Network's needs assessment process, facilitating firsthand engagement with stakeholders to identify challenges and inform the development of resources for assisting newcomers in accessing Canadian health and social services.

Cumulative numbers:

of Organizations Reached

127

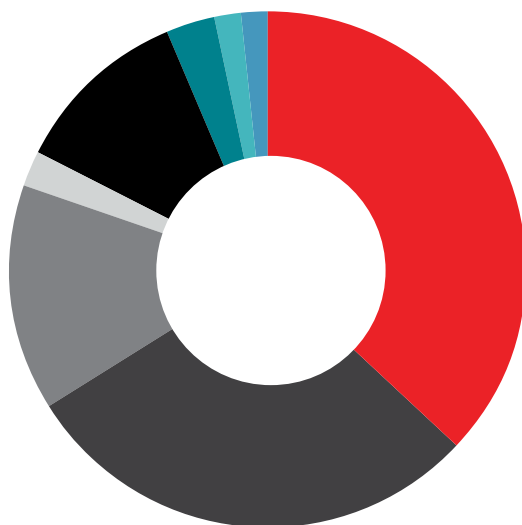
of Professionals Engaged

167

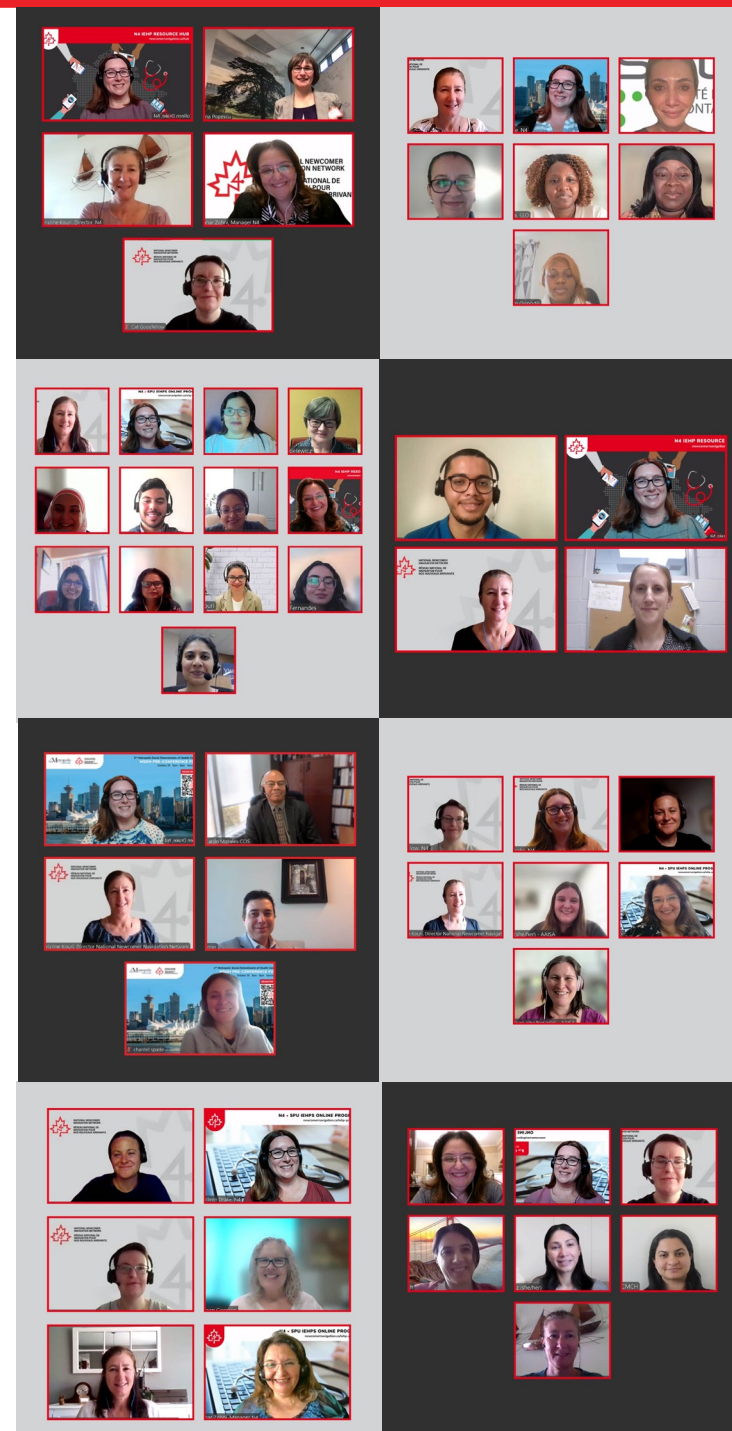
of Provinces/Territories Visited

11

SECTORS REACHED

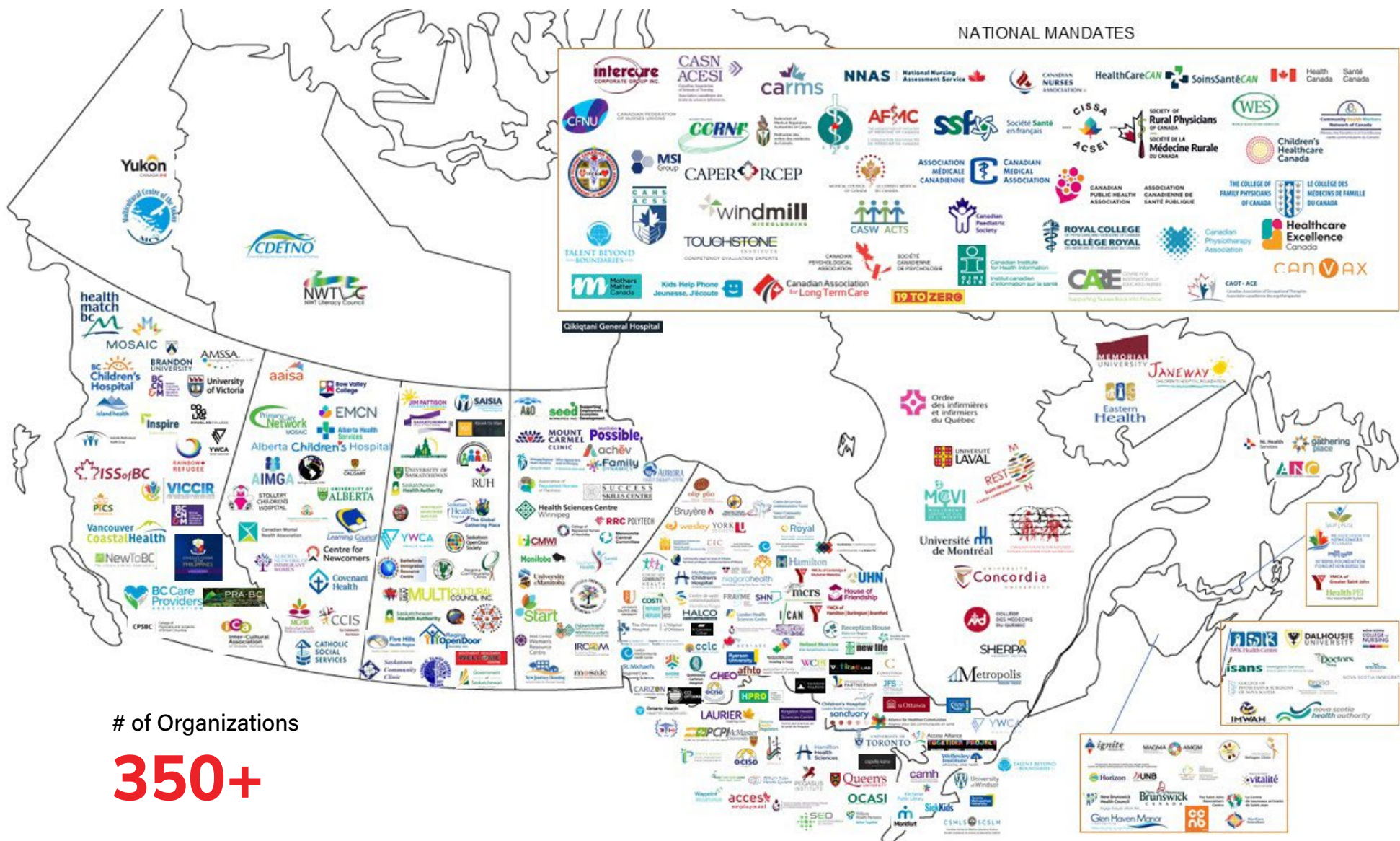


- Health (47)
- Settlement (37)
- Government (18)
- Academia (3)
- Umbrella (14)
- Social Services (4)
- Other (SME/lived experience) (2)
- IEHPS organizations and others (2)





Partners, Learning Contributors and Navigation Network





WEB ANALYTICS

The N4 website offers a dynamic platform that serves as a resource hub, fosters engagement, and streamlines collaboration among our valued members and stakeholders.

of Total Pageviews (2019-Now)

1,261,485

of Pageviews

215,941

of Returning Visitors

17,477

of New Visitors

69,812

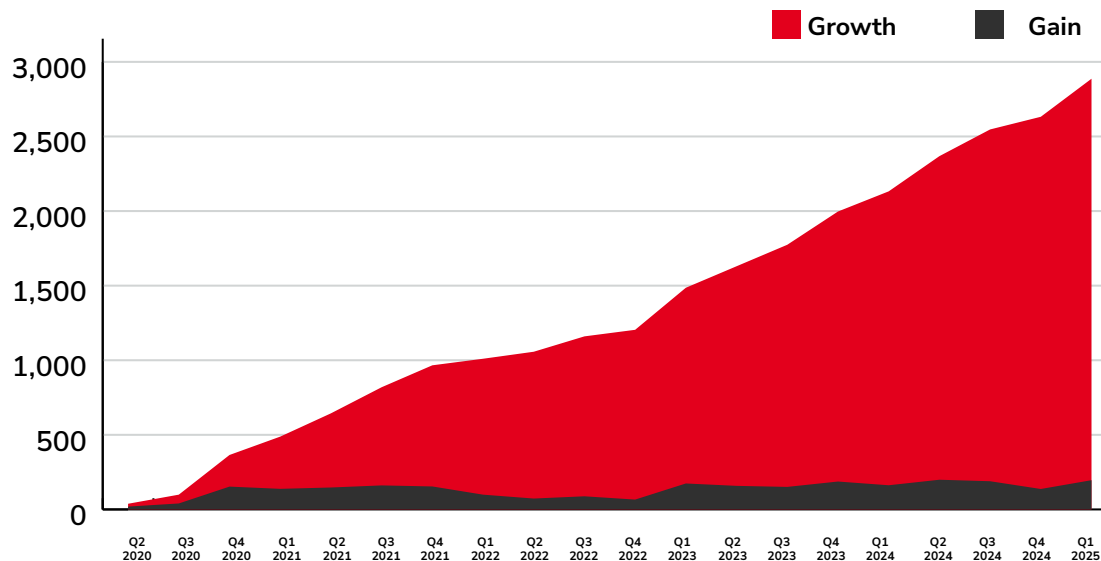
of Newsletter Subscribers

8,112

PLATFORM MEMBERS

Membership to N4 connects you to a multidisciplinary and an intersectoral network of newcomer service providers who share their professional expertise, resources, and tools to support your professional and organizational development.

GROWTH VS. QUARTERLY GAIN



of Provinces & Territories

12

of Cities

154

of Members

2,707



FOSTERING CANADIAN INTEGRATION FOR INTERNATIONALLY EDUCATED HEALTH PROFESSIONALS (IEHPS): FROM LEARNING TO ACTION

An online program in partnership with Saint-Paul University

The N4/Saint Paul University (SPU) online programs, [*Fostering Canadian Integration for Internationally Educated Health Professionals \(IEHPs\): From Learning to Action*](#), continued to grow in 2024/2025, supporting internationally educated health professionals in better understanding the Canadian healthcare context to support their professional integration and optimal employment.

Following the success of Cohorts 1-6, this year saw the launch of Cohorts 7 (English), 8 (French), and 9 (English), expanding the program's reach across Canada. Delivered in both official languages, the program is grounded in an integrated development model that emphasizes knowledge, skills, and identity — fostering not just what participants know and can do, but also who they are and who they are becoming as healthcare professionals in Canada.

Participants engage with a rich curriculum that includes self-reflection, understanding the cultural mosaic of Canada, peer mentoring, reflective journals, and discussion forums. These elements are designed to build on their existing expertise while fostering personal development, professional confidence, and a strong sense of community.

Interest and enrollment were pan-Canadian and spanned multiple health professions, reflecting the program's relevance and accessibility across the country.

The success of this year's cohorts underscores the ongoing need for innovative, accessible programs that support the integration of IEHPs into Canada's healthcare system.

97%

of candidates agreed that the N4/SPU IEHP Online Program has positively contributed to their long-term success and integration in Canada.

of Total Registrants Enrolled:

72 Cohort 7 (English)

of Total Registrants Enrolled:

38 Cohort 8 (French)

of Total Registrants Enrolled:

70 Cohort 9 (English)

of Total Registrants Enrolled

502 Cohorts 1- 9
combined



UNIVERSITÉ
SAINT-PAUL
UNIVERSITY



N4/SPU IEHPS Online Program Candidates Across the World

(9 COHORTS)

69 Countries of Origin
for the 502 Participants





WEBINARS

N4 webinars serve as interactive platforms led by subject matter experts, covering essential topics such as the Canadian healthcare system, culturally safe care, refugee and immigrant health, settlement issues, ethics, and service delivery, providing opportunities for personal and professional development.

Total # of Webinars

18

Total # of Registrants

3,262

89%

of post-webinar survey respondents
gained new knowledge

of Total Webinars
from 2019-Now

104

ACCREDITED WEBINARS

N4 is approved by the Royal College of Physicians and Surgeons of Canada, the Canadian College of Health Leaders (CCHL), and the Canadian Psychological Association (CPA) to offer continuing education for their members.

Total # of Accredited Webinars:

11



Professional Development Events

TOTAL # ETHICIST-LED CASE DISCUSSIONS: 1

- Ethicist-led Case-based Learning with Dr. Michelle Mullen: "Seeking Cultural Safety: Ethical Considerations for Newcomer Health"

100%

of post-webinar survey respondents
gained new knowledge





Resources and eLearning

The Resources and eLearning library are a go-to destination for an extensive array of educational materials and resources that are timely and responsive to emerging themes designed to support professionals.

of eLearning
Courses Added

165

of English
Resources Added

471

of French
Resources Added

172

Total # of Resources &
e-Learning Available

808

of Total Resources and e-Learning
From 2021 - Now

4,037

RSS News Feed

The IEHPs RSS feed serves as an invaluable resource, offering a curated collection of knowledge hubs from organizations actively engaged in the recruitment and retention of Internationally Educated Health Professionals (IEHPs).

of English News
Articles Added

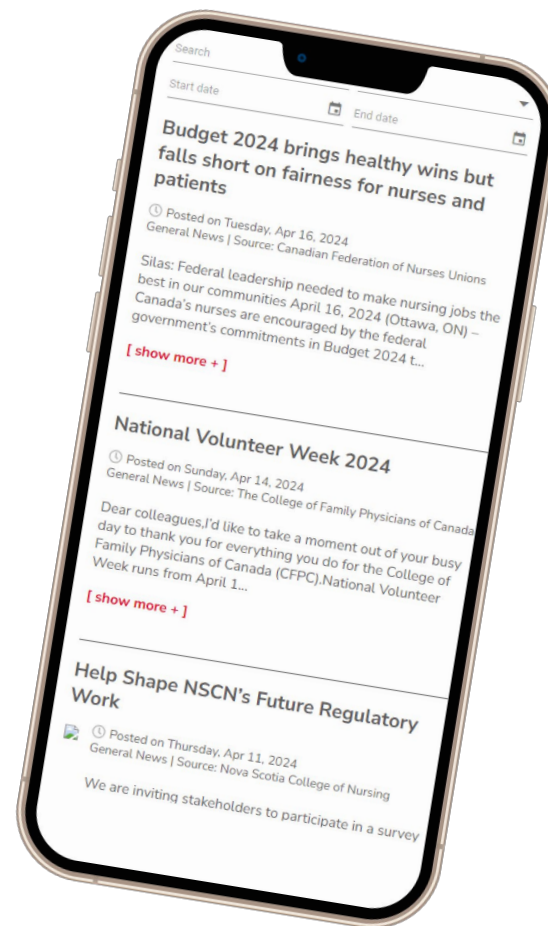
393

of French News
Articles Added

81

Total #
Available

474





MEETING PLACE

Through N4's Meeting Place, a members-only hub for engaging discussions, idea-sharing, and networking opportunities within the N4 Network community, N4 provides IEHPs with a forum for engagement and allows peer-to-peer support among IEHPs.

of Members Engaged

24

MEMBERS IN CAFE MEETING
PLACE GROUP

of Posts

32

of Topics

32

MAIN TOPICS COVERED - IEHP RELATED NEWS, N4
WEBINAR/N4 PARTNER WEBINAR REGISTRATION
DETAILS, ANNOUNCEMENTS OF N4 RESOURCES/TOOLS





TB ELIMINATION STRATEGY

Tuberculosis (TB) disproportionately affects newcomers in Canada, and we are committed to ensuring their voices shape the future of care.

In partnership with the Public Health Agency of Canada (PHAC), N4 led the efforts to gather input regarding the barriers and facilitators newcomers face during the identification and treatment of TB in Canada. This information will feed into PHAC's TB Elimination Strategy, which is being developed by a Federal, Provincial, Territorial, and Indigenous TB Task Group.

N4 identified relevant stakeholders through our extensive cross-country network. In February and March 2025, N4 facilitated 3 roundtables (2 English, 1 French) with key informants that provided opportunities and challenges for TB elimination in Canada from the perspective of newcomers from countries with high TB incidence.

N4 onboarded 4 volunteer internationally educated healthcare professionals, who had extensive experience in navigating TB service provision and strategy development in their countries of origin, to assist with the analysis phase. They also helped complete 1:1 interviews with TB patients

N4 delivered a report to PHAC that captured stakeholder input and feedback on knowledge resources that aligned with engagement feedback.

of attendees FR roundtable

18

of attendees EN roundtable

37



Public Health
Agency of Canada

Agence de la santé
publique du Canada





COMMUNITY OF PRACTICE

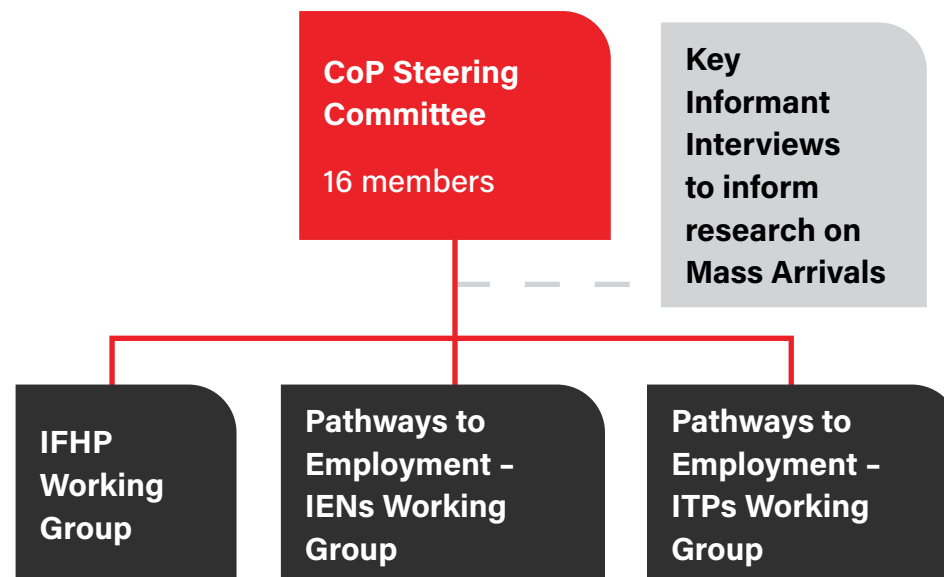
The N4 Community of Practice Steering Committee met quarterly this year to guide the working groups' activities and provide strategic input into implementing the work on internationally educated health professionals.

In addition, quarterly meetings with both the IEN and ITP working groups kept N4 updated on developments in the sector and assisted with knowledge mobilization of N4's recommendation reports, and suggested opportunities for further work.

This year, the Community of Practice identified inequitable access to health care through the Interim Federal Health Program (IFHP) as a pressing issue. To address this concern, in February 2025 N4 formed an IFHP working group to develop a common understanding of the current and ideal state of IFHP coverage, to identify tools or system change to achieve the ideal state and to develop an action plan and knowledge mobilization strategy with key stakeholders. A summary report on this work is forthcoming at the end of April. Furthermore, the Community of Practice identified the need to develop best practices for organizations responding to mass arrivals of refugees. As a result, N4 conducted a series of key informant interviews with service providers who have previously responded to mass arrivals. A summary report will be forthcoming in May 2025.

The Community of Practice Steering Committee's other activities included improving the Employer Checklist and Toolkit to support recruitment and retention of IEHPs in healthcare organizations and updating a School Enrollment template letter to support. N4 updated this template letter to advocate for families in the community facing barriers to school registration due to their temporary housing situation.

COMMUNITY OF PRACTICE STRUCTURE



COP STEERING COMMITTEE CO-CHAIRS



Tim Holland
MD CCFP(EM),
Medical Director
Newcomer
Health Clinic
Nova Scotia



Wenche Gausdal
Director of Programs,
Settlement, Community
Integration & Support
Services, ISANS
Nova Scotia

COP STEERING COMMITTEE MEMBERS

Zubin Austin, Allana Carlyle, Ian Culbert, Lari de Souza Burry, Rama Musharbash-Kovacs, Mariana Martinez Vieyra, Kaelan Moat, Liz Okai, Sylvie Okros, Jill Sangha, Carol Sellar, Rachel Talavlikar, Daneille Ungara, Lori Wilkinson



COLLABORATE

IENT WORKING GROUP:

- Number of Members: 13
- Provinces Represented: **Ontario, British Columbia, Nova Scotia, Alberta, and Manitoba**
- Co-Chairs: Edward Cruz (Assistant Professor, Faculty of Nursing, University of Windsor) and Joyce Kristjansson (Executive Director, Association of Regulated Nurses of Manitoba)



ITP WORKING GROUP:

- Number of Members: 23
- Provinces Represented: **Ontario, Alberta, Manitoba, British Columbia, Nunavut**
- Chair: **Andrea Strachan** (Principal Consultant, Ardoks Writers and Consultants)



IFHP WORKING GROUP:

- Number of Members: 17
- Provinces Represented: **Ontario, British Columbia, Nova Scotia, Quebec, Manitoba**



SUBJECT MATTER EXPERTS

N4 recruits SMEs (Subject Matter Experts) in key newcomer navigation topics with whom N4 and its members can consult and collaborate. We're honored to rely on the invaluable expertise of our dedicated members who generously volunteer as subject-matter experts across a myriad of topics within our network.

Total # of SMEs

39





DATA SNAPSHOTS

This year, N4 continued to publish a wide range of data snapshots. These mini publications provide data visualizations based on complex quantitative data sets, breaking down big issues into bite-sized facts.

Between April 2024 and March 2025, N4 published **11** snapshots on the following topics (listed chronologically by newest entry):

- Refugee Family Size, Refugee Education, Food Insecurity
- Countries of Graduation of Various Health Care Professions in Canada
- Selected Health Indicators Among Immigrants in Canada
- Comparative Economic Data About Various Immigrant Groups, by Year of Admission and Admission Type
- Sports Participation and Free Time Among Newcomers
- Immigrant Participation in Elections, Housing Suitability and Need
- Self-Reported Crime Victimization Statistics, and Perceptions of Police by Racialized Groups
- Social, Educational, and Economic Participation of Immigrant Women
- Issues Facing Youth in Canada: Socio-Economic Obstacles and Unpaid Caregiving
- Patient Safety and Newcomers
- A Visual Summary of the "Caring for Canadians: Canada's Future Health Workforce" Report

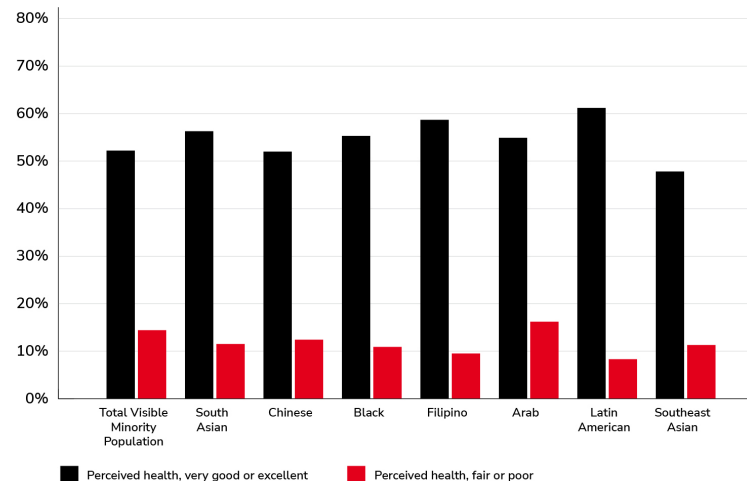
of Data Snapshot
Pageviews

6,129

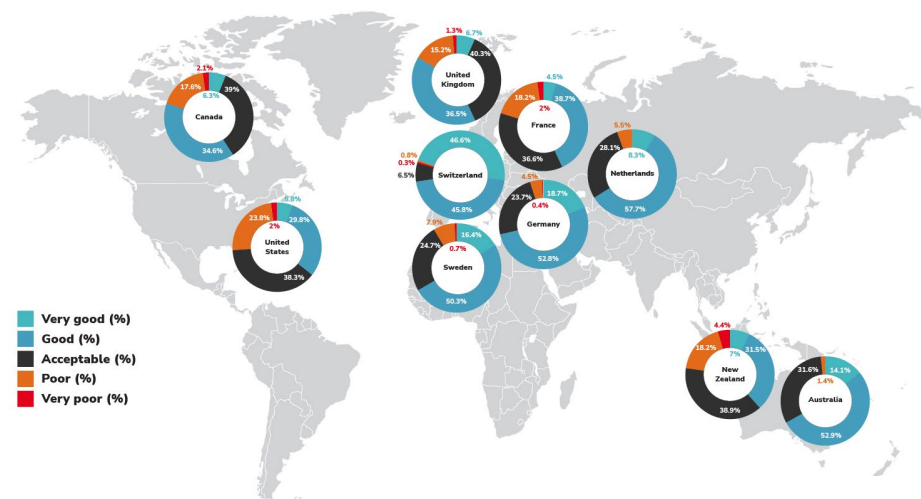
of Data Snapshot
Engagements

4,391

SELECTED HEALTH INDICATORS AMONG IMMIGRANTS IN CANADA



COUNTRIES OF GRADUATION OF VARIOUS HEALTH CARE PROFESSIONS IN CANADA





N4 IEHP RESOURCE HUB

Building on insights from the N4 Community of Practice Steering Committee meetings, N4 has continued to enhance its efforts in supporting Internationally Educated Healthcare Professionals (IEHPs). A key priority remains ensuring access to clear, reliable, and up-to-date information to help IEHPs navigate their professional journey in Canada.

The N4 IEHP Resource Hub has evolved into a dynamic, user-friendly platform, providing essential tools, reports, and resources tailored for IEHPs, employers, and stakeholders. Designed to bridge information gaps and streamline the path to employment, the hub empowers IEHPs while addressing healthcare workforce shortages and fostering a more diverse, culturally competent system.

Are you an internationally educated health professional seeking licensure?

Consult the **IEHP Resource Hub** to find all the government funded supports available to you!

VISIT THE IEHP RESOURCE HUB:
NEWCOMERNAVIGATION.CA/IEHP-RESOURCE-HUB

FUNDING AND HOSTING PARTNERS:

- FUNDED BY: Immigration, Refugees and Citizenship Canada
- FINANCÉ PAR: Immigration, Réfugiés et Citoyenneté Canada
- HOSTED BY: CHEO
- EDUCATIONAL PARTNER: UNIVERSITÉ SAINT-PAUL UNIVERSITY

RESSOURCES DU PSFE :
A/RESSOURCES-PSFE

Total # of Pageviews

106,794

Total # of Engagements

57,158

Total # of Downloads

1,148

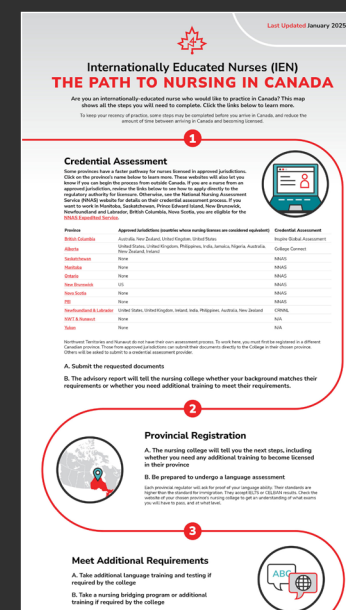
of IEHPs reached in
Hub education sessions

500



IEN Pathway to Licensure and ITP Pathways to Licensure

These pathways, the first of their kind in Canada, bridge the gap between global expertise and local patient care. For nurses, the N4 IEN pathway integrates language proficiency assessments, credential evaluations, and rigorous clinical competency assessments. Meanwhile, physicians (International Medical Graduates - IMGs) can choose from various routes, including the Practice Eligibility Route (for specialists), alternative pathways (for family medicine), and the Practice Ready Assessment. By establishing these pathways, Canada not only ensures that IEHPs meet Canadian standards but also enriches its healthcare workforce with diverse talents and perspectives.



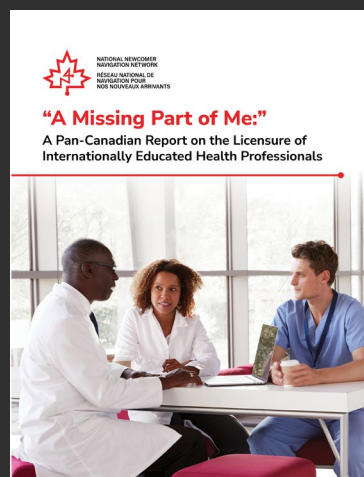


Integration and Retention of Internationally Educated Health Professionals

In previous years, N4 published comprehensive reports and recommendations aimed at creating a pathway for the successful integration and retention of internationally educated nurses and physicians. These efforts have focused on maintaining Canadian standards for nurse and physician credentialing and licensing to ensure patient safety and the quality of care.

This year, N4 developed 2025 Progress Reports, which provide an update on both the implemented and outstanding recommendations. The reports (forthcoming May 2025) highlight key stakeholders who are crucial in championing the continued progress toward integrating internationally trained professionals into Canada's healthcare system.

Additionally, N4 introduced an enhanced Employer Toolkit and Checklist (see [Page 28](#)). This resource is designed to assist healthcare organizations in preparing for, recruiting, and retaining internationally educated health professionals. The updated toolkit builds on N4's previous work, *Tapping into Canada's Hidden Talent Pool: Tips and Tools to Recruit and Retain International Experience*, providing even more valuable insights and strategies for organizations seeking to optimize their workforce.



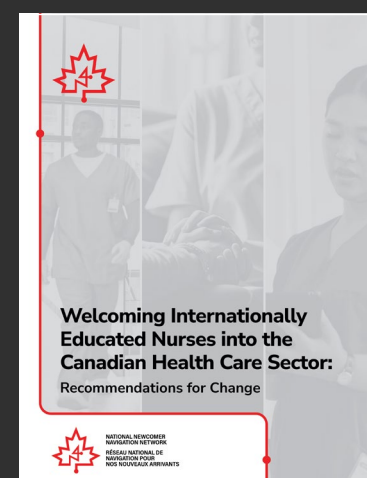
[View "A Missing Part of Me": A Pan-Canadian Report on the Licensure of Internationally Educated Health Professionals](#)



[View Part of the Solution: Recommendations for Welcoming Internationally Trained Physicians into Canada's Health Care Sector Professionals](#)



[View Tapping Canada's Hidden Health Care Talent Pool: Tips and Tools to Recruit and Retain International Experience Professionals](#)



[View Welcoming Internationally Educated Nurses into the Canadian Health Care Sector: Recommendations for Change Professionals](#)



IEHP Resource Hub Impact Stories

The true impact of the N4 IEHP Resource Hub is best reflected in the stories of the internationally educated healthcare professionals who have benefited from its resources. These inspiring journeys highlight the perseverance, resilience, and success of IEHPs as they navigate licensure pathways, refine their skills, and build essential professional networks. Through the hub, these individuals have found the support they need to contribute meaningfully to Canada's healthcare system.

FEATURED IMPACT STORIES:

- Azeez Sadeeqi – ITP Participant in the N4/SPU IEHPs Online Program
- Clarissa Moura – IEN Participant in the N4/SPU IEHPs Online Program
- Randa Yossef – ITP
- Natalia Pinto – ITP Participant in the N4/SPU IEHPs Online Program

These personal accounts demonstrate the transformative power of accessible resources and guidance in shaping the careers of IEHPs and strengthening the Canadian healthcare workforce.



“When we started our journey here in Canada, we tried to understand how the system works, including the health system, government processes, and what is necessary to live and settle here. All these steps were scattered, and we couldn't find a single place that provided all the information together. One significant benefit of the N4 IEHP Resource Hub is that it consolidates all these steps, making life easier for newcomers. This way, you can speed up your process, save time, and connect with people facing the same challenges so you don't feel alone in the process.”

- Clarissa Moura, IEN Participant in the N4/SPU IEHPs Online Program





N4 IEHP Hub Curated Partner Resources



NAVIGATION SERVICES



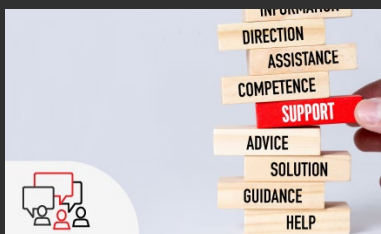
F/P/T INITIATIVES



BRIDGING PROGRAMS



SETTLEMENT SERVICES



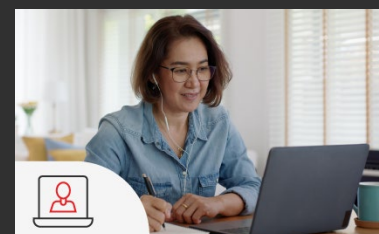
NON-CLINICAL SUPPORT



EMPLOYMENT
INFORMATION



FINANCIAL SUPPORTS



HIRE IEHPS



IEHP-LED
GROUPS



MENTORSHIP



RSS FEED



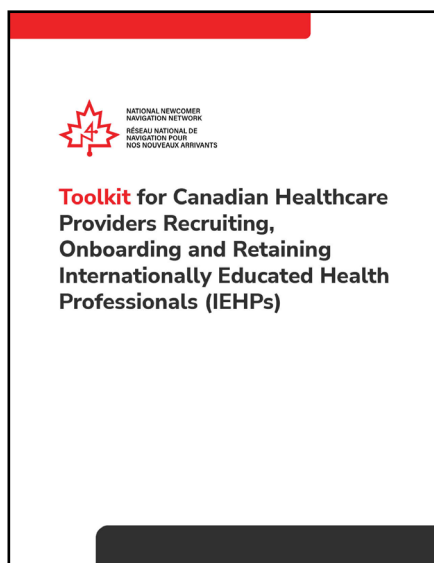
EVENTS CALENDER



CoP Products Updates

EMPLOYER TOOLKIT & CHECKLIST FOR RECRUITMENT AND RETENTION OF IEHPS

The newly revamped [Employer Toolkit & Checklist for Recruitment and Retention of IEHPS](#) serves as a comprehensive guide for healthcare employers to foster an inclusive workplace that welcomes and ensures a sense of belonging for internationally educated health professionals (IEHPs).



of Pageviews

1,415

of Engagements

303

of Downloads

275

POSITION PAPER ON ACCESS TO PROVINCIALY-FUNDED INTERPRETATION SERVICES

In consultation with healthcare and settlement providers across Canada, the National Newcomer Navigation Network (N4) developed a proposed national standard and an accompanying set of recommendations to address language barriers for newcomers. [This position paper](#) calls for an interpretation approach which can be implemented nationally to promote safe, equitable and positive healthcare access and experiences for newcomers. N4 continued to champion our position paper on interpretation through a government relations strategy to advance uptake at the provincial level. N4 has also updated [the template letter](#) addressed to provincial ministries of health, which advocates for provincially funded centralized interpretation services.



of Pageviews

2,617

of Engagements

1,387

of Downloads

981



AFGHAN RESETTLEMENT TOOLKIT

The [toolkit for Afghan refugees](#) was curated by N4's Community of Practice Working Group to aid professionals from healthcare, settlement, education, and other public-serving sectors in ensuring fair access and services for Afghan newcomers.



of Pageviews # of Downloads

2,821 **937**

of Engagements

99

UKRAINE EVACUEE TOOLKIT

This [toolkit](#) provides context about the current crisis in Ukraine and will assist providers in helping newcomers connect with the Ukrainian-Canadian community and understand the immigration options available to them.



of Pageviews

918

of Engagements

612

SCHOOL ENROLMENT ADVOCACY TEMPLATE LETTER FOR CHILDREN IN TEMPORARY HOUSING

Access to affordable and appropriate housing is a current challenge for many Canadians, and particularly for newcomers. Families welcomed to Canada as refugees are often placed in temporary housing such as hotel settings or shelters as they search for long-term, appropriate accommodations. This process can take months. Without a permanent address, newcomer children may be inappropriately denied school enrollment. N4 has developed and updated a template letter to advocate for families in the community who are facing barriers to school registration due to their temporary housing situation.

[Today's Date]
[School Principal's Name]
[School Address]
[City, Province, Postal Code of School]
[School Phone Number]

RE: School Enrollment for [Client's Name(s)]
Dear [Mr./Ms./Mx.] [School Principal's Last Name],

I am writing regarding the school enrollment needs of [Child's Name(s)]. Their family is known to me in my role of [Health/Social/Settlement/Etc.]. As you know, attending school is the right of all children in Canada (including refugees) and key to their emotional and developmental well-being. For newcomer children, studies show that the sooner they can attend school, the better their acclimation to Canada, which translates to better mental health outcomes.

The family informed me that [Child's Name(s)] has been declined school enrollment due to a misunderstanding regarding their permanent address. As you know, access to affordable and appropriate housing is a current challenge for many Canadians. Refugees are placed in hotel settings while their settlement worker works on finding appropriate and affordable long-term accommodations for this family. There is, unfortunately, no end date to their current accommodation. Therefore, while it is a hotel address, it should be considered this family's permanent address and used for school registration.

As you can imagine, a hotel setting creates an exceptionally challenging environment for a child to learn and thrive. Therefore, I hope you can prioritize the resolution of this child's school registration so the family and child can start having some sense of normalcy as new Canadians. Please let me know if you require further information to process their registration.

Sincerely,
[Your Signature]

of Pageviews

2,574

of Engagements

1,619

of Downloads

901



EXTERNAL LEARNING EVENT CONTRIBUTIONS

N4 was honoured to be invited to present at a series of local, provincial and national conferences and special events.

2024

- Canadian Public Health Association Conference | Poster Presentation: Building a policy strategy to support implementation of provincially-funded healthcare interpretation services | April 23-25, 2024 | In-person (Halifax)
- Canadian Healthcare Navigation Conference | Presentation: Navigating Excellence: Insights from N4 and Saint Paul University's Newcomer Navigation Program | May 1-2, 2024 | Virtual
- AMSSA Member Webinar | Presenter: Tools to Support Internationally Educated Health Professionals | May 6, 2024 | Virtual
- Beyond Technology Beyond Healthcare | Participant | May 13, 2024 | In-person (Toronto)
- PCPI Client Webinar | Presenter: Tools to Support Internationally Educated Health Professionals | June 19, 2024 | Virtual
- Healthcare Excellence Policy Lab | Participant | June 20, 2024 | Virtual
- Achev IEHP Client Webinar | Presenter: Tools to Support Internationally Educated Health Professionals | June 26, 2024 | Virtual
- Access Employment IEHP Client Webinar | Presenter: Tools to Support Internationally Educated Health Professionals | July 25, 2024 | Virtual
- North American Refugee Health Conference | Presentation: Advancing newcomer health equity from ideas to advocacy | August 5-7, 2024 | In-person (Minneapolis)
- BVC/CRIEC Staff Webinar | Presenter: Tools to Support Internationally Educated Health Professionals | August 28, 2024 | Virtual
- CCI SOPA IEHP Client Webinar | Presenter: Tools to Support Internationally Educated Health Professionals | August 29, 2024 | Virtual
- PCPI Client Webinar | Presenter: Tools to Support Internationally Educated Health Professionals | October 1, 2024 | Virtual
- Manitoba Association of Newcomer Serving Organizations Member Webinar | Presenter: Tools to Support Internationally Educated Health Professionals | October 17, 2024 | Virtual
- Canadian Children, Youth and Communities | Workshop: Navigating Refugee Health with the National Newcomer Navigation Network and Canada's Refugee Healthcare System Atlas | October 24-25, 2024 | Virtual
- Metropolis Identities Summit | Presentation: Breaking Barriers: Transforming Credential Recognition for Internationally Educated Health Professionals & Improving social determinants of health for newcomers through intersectoral collaboration | October 30-31, 2024 | In-person (Vancouver, BC)



- Acquired Brain Injury Ontario Navigator Retreat | Keynote: Creating Equity for Newcomers | November 4, 2024 | Virtual
- Pathways to Prosperity | Topic: IEHP Resource Hub, recommendations | November 25-26, 2024 | Virtual
- Réseau Franco-Santé du Sud de l'Ontario IEHP Webinar | Presenter: De l'étranger à l'Ontario : Initiatives à entreprendre au commencement du processus d'équivalence pour les infirmiers | December 9, 2024 | Virtual
- Canadian Association of Social Work Members Webinar | Presenter: Newcomer Health Equity | December 10, 2024 | Virtual
- SAISIA Member Webinar | Presenter: Tools to Support Internationally Educated Health Professionals | December 17, 2024 | Virtual

2025

- ARAISA Member Webinar | Presenter: Tools to Support Internationally Educated Health Professionals | January 9, 2025 | Virtual
- Champlain Maternal Newcomer Regional Program Advisory Committee | Presenter: Newcomer Health Equity | January 10, 2025 | Virtual
- The Beryl Institute Webinar | Presenter: What Healthcare Providers Need to Know About Newcomer Health Equity | January 21, 2025 | Virtual
- ARAISA Webinar | Presenter: Outils pour soutenir les professionnels de santé formés à l'étranger (PSFE) | January 23, 2025 | Virtual
- Connexions Francophone Webinar | Presenter: Comment bien naviguer les voies d'accès à l'autorisation d'exercer pour les professionnels de la santé formés à l'étranger | January 30, 2025 | Virtual
- 27th Metropolis Canada Conference | Presentation: Strategies to Promote Equitable Access to Healthcare for Newcomer Patients and Health Professionals | March 13, 2025 | In-person (Toronto)
- EDI in Long-Term Care Community of Practice | Presenter: Supporting Newcomer Employees in Ontario LTCHs | March 20, 2025 | Virtual

EXTERNAL PARTNERSHIPS

N4 was honoured to collaborate with **121** organizational efforts to advance their efforts to advance equity for newcomers within the health space. These included key informant interviews, sitting on advisory tables, being a guest speaker, providing strategic advice and co-hosting the two learning events highlighted below.

On October 25-26th, 2024, N4, AIMGA and WES co-hosted “Building Collaboration on Program and Policy: A National Convening of ITP-Led and ITP-Serving Organizations” event for a national conversation about how to collectively advance programs and policies that support ITPs to be licensed in Canada.

of Attendees

45

On October 29th, 2024, N4 partnered with the Metropolis Institute to offer a pre-conference forum focusing on the key social determinants of health. Attendees heard from experts in the field regarding evidenced-based practices around SDH data collection and use, health literacy and promotion for diverse populations in the age of technology, and Canadian best practice standards for mental health. The facilitation of breakout rooms allowed for collaboration amongst stakeholders to address the root causes of health inequities.

of Attendees

43





RESEARCH

Research informs policy, management and care through our healthcare and social service systems. Over the last year, we continued to collaborate with academics, researchers and stakeholders from across Canada on several research projects including:

- **Vaccine Equity in Pediatrics (VIP) Project** (Children Healthcare Canada)
- **Co-design and Evaluation of a Patient Navigator Intervention for Migrant Children and Youth with Special Healthcare Needs** (CYSHCN)
Experiencing Care Transition (Research Institute of the McGill University Health Center)
- **Impact Analysis of National Newcomer Navigation Network and Saint Paul University Online Program in Newcomer Navigation** (Saint Paul University and the National Newcomer Navigation Network)
- **Enhancing Patient Navigation with Newcomers for Newcomers; Evidence-based Intervention Planning Guides** (Western University)
- **Transition in care for refugee, immigrant and other migrant populations** (TicRIM) (McMaster University)
- **Characterizing Canada's Healthcare System** (Canadian Refugee Health Network and Refugee Health YYC, University of Calgary)
- **Understanding the Healthcare Experiences of families of Children with Inherited Metabolic Diseases who face barriers to participation in research** (School of Epidemiology and Public Health, University of Ottawa)
- **Fostering a culture of Inclusion: Assessing EDI practices in Ontario Community-Based Settlement Agencies Leadership and Spirituality** (Saint Paul University and National Newcomer Navigation Network (N4))
- **Navigating the Canadian Healthcare System: A toolkit created for youth by youth who have come to Ontario** (Center for Refugee Children, St Michael's Hospital, University of Toronto, SickKids, Women's College Hospital, Sojourn House)
- **Mobilize knowledge related to Post-COVID 19 conditions** (McMaster University)
- **Metropolis Canada. (n.d.). Metropolis action guide on immigration and integration.** <https://acs-metropolis.ca/studies/metropolis-action-guide-on-immigration-integration/>
- **Canadian Pediatric Society Newcomer Immunization Project** (PHAC Funded)

PUBLICATIONS:

- Séguin, M., Briciu, B., MacDonald, A., Okunlola, M., Zohni, S., & Kouri, C. (2024). Inclusion norms in Ontario settlement agencies as workplaces: Between prefiguration and systemic exclusion. *Canadian Journal of Non-Profit and Social Economy Research*, 15(2), pages. <https://doi.org/10.29173/cjnser681>
- Séguin, M., Briciu, B., MacDonald, A., Okunlola, M., Zohni, S., & Kouri, C. (2024). Feeling Like an Insider or Just a Means to an End? Equity and Inclusion Through the Lens of Immigrant Frontline Workers in the Ontario Settlement Sector. Saint Paul University; National Newcomer Navigation Network. <https://doi.org/10.13140/RG.2.2.17535.83365>



RESEARCH TABLE

The N4 Research Table is a new initiative which provides a collegial, informal space for research professionals who study newcomer issues to network and learn from one another. These quarterly sessions facilitate strong interdisciplinary and intersectoral links between researchers and institutions. Connections made through the Research Table lead to effective knowledge mobilization and knowledge sharing between traditional academia, community researchers, and research-oriented practitioners in diverse sectors. The scope of research topics for the group is broad, including health equity, social determinants of health, settlement, education, wellbeing and mental health, and research methodology.

The Research Table has met twice this year, hosting a total of 14 researchers.

N4 IN THE NEWS

N4 continues to gain recognition across external organizations and media outlets, highlighting our dedication to supporting IEHPs and promoting equity in healthcare and settlement. Here's a snapshot of where we've been featured this year:

- **Saint Paul University** researchers have released a report examining equity, diversity, and inclusion (EDI) practices in grassroots settlement organizations across Ontario. Conducted in collaboration with N4, this year-long study, led by Dr. Michaël Séguin and Dr. Bianca Briciu, sheds light on the experiences of immigrant frontline workers and their sense of belonging within the sector.
- **The Metropolis Institute** and the National Newcomer Navigation Network (N4) joined forces to host a pre-conference forum on social determinants of health. Held on October 29, this event provided a platform for experts to discuss critical health equity issues and collaborate on actionable solutions to reduce disparities in healthcare access.
- **Settlement.Org** has featured N4 in two key articles addressing challenges faced by Internationally Educated Health Professionals (IEHPs). One highlights the N4 IEHP Resource Hub, a comprehensive platform that helps IEHPs navigate licensing requirements and transition into the Canadian healthcare workforce. Another article spotlights the SPU Online Program – Fostering Canadian Integration for IEHPs: From Learning to Action, which equips IEHPs with essential non-clinical skills to support their professional integration.





FEATURED MEMBERS

The Featured Member Series highlights the incredible journeys and contributions of professionals dedicated to newcomer navigation, immigration, public health, professional licensing, and beyond. Each featured member offers valuable insights and expertise, showcasing the impact of their work in the field. By sharing their experiences, we aim to inspire and empower others within our community.



Michaël Séguin,



Lori Wilkinson



Nancy Clark



Tamara Mosher-Kuczer



Ibukun Abejirinde



Laura Callaghan



Shafi Bhuiyan



Omar Tag El-Din



Geoffrey Maina

FEATURED ORGANIZATIONS

The Featured Organizations Series showcases the impactful work of organizations dedicated to strengthening Canada's health and settlement sectors. By highlighting their initiatives, we aim to foster collaboration, share best practices, and drive collective progress toward a more inclusive and equitable system.



ABRAR Trauma and Mental Health Services



Integrated Filipino Canadian Nurses Association



PRAIDA



Progress Career Planning Institute (PCPI)



Réseau franco-santé du Sud de l'Ontario



Société Santé en français



Action Canada for Sexual Health and Rights



Monfort



Smile Canada



LOOKING AHEAD

N4's mission to advance equity for newcomers in Canada's health and social services remains as critical as ever. We are grateful to IRCC for their support over the years, which has allowed us to serve as a hub for learning, resources, and evidence-based solutions that have shaped newcomer navigation and the integration of internationally educated health professionals (IEHPs).

As this chapter comes to a close, we take pride in the foundation we have built. The insights and tools developed through our Community of Practice will continue to inform efforts to break down barriers in healthcare, education, and social services. The need for culturally responsive care, equitable access to services, and a system that fully recognizes the contributions of IEHPs has not disappeared.

While N4 may not continue in its current form, we encourage our partners, stakeholders, and allies to carry forward the work we have collectively championed. The impact of our knowledge mobilization, strategic partnerships, and working groups will live on in the policies, programs, and initiatives shaped by our community.

As N4 reaches the end of its journey, the vision of a more inclusive and equitable healthcare system remains. We thank every individual and organization that has been part of this journey and urge you to continue the vital work of ensuring that newcomers can thrive and contribute to a stronger, healthier Canada.



MAJOR PARTNER ACKNOWLEDGEMENTS

N4 is thankful for the continued funding and support of IRCC to establish and expand N4. We are grateful to our host organization, CHEO for their governance and infrastructure support. We thank SPU for their continued partnership to co-design and deliver our formal educational offerings.

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