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# Health Human Resource Strategy and Internationally Educated Health Professionals Initiative

## 2009/10 Annual Report



Canada

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## Background

The Health Human Resource Strategy (HHRS) and the Internationally Educated Health Professionals Initiative (IEHPI) are two components of the Health Care Policy Contribution Program (HCPCP). Through the Program, the federal government responds to emerging health policy priorities, establishes collaborative working arrangements with provincial and territorial governments to effect change on a pan-Canadian scale, and supports organizations with specifically related expertise to help achieve health policy goals.

Health Canada funded the projects summarized in this report through contribution agreements with recipients, including non-profit, non-governmental organizations, professional associations, educational institutions, and provincial, territorial and local governments, in order to develop, implement and disseminate knowledge, best practices, and strategies for innovative health care delivery.

## Health Human Resource Strategy (HHRS)

Initiated to help meet commitments arising from the 2003 and 2004 First Ministers Health Accords, the HHRS seeks to facilitate and support coordinated provincial and territorial efforts to ensure an adequate supply and mix of health care professionals and a more stable, effective health workforce so that all Canadians can have access to the health care they need.

Currently, HHRS has four key priorities:

- Increasing the number of health care providers

Examples include supporting projects that improve student and learner retention rates through the modernization of health education programs and clinical practice models.

- Using human resource skills effectively

Examples include supporting projects that develop a health workforce that uses its skills effectively, improves services for all Canadians and improves access to care, particularly in underserved areas.

The effectiveness of Canada's health workforce is dependent on the ability to make effective use of all professionals and their skills, in part, through initiatives that focus on promoting collaborative models of care among health care professions.

- Creating healthy, supportive, learning workplaces

Health Canada plays a role in supporting the development of healthy work environments by supporting initiatives that focus on improvements to the workplaces of health professionals, particularly nurses.

- More effective planning and forecasting

Examples include supporting projects that enhance the capacity for health human resources (HHR) planning and forecasting.

HHRS projects funded in 2009/10 under the four priorities are found on pages 7 to 44.



# Internationally Educated Health Professionals Initiative (IEHPI)

For more information online consult:

[www.health-human-resources.ca](http://www.health-human-resources.ca)

IEHPI works with provincial/territorial governments, health regulatory authorities, post-secondary institutions, and professional associations to increase access to assessment and training programs for, and facilitate the integration of, internationally educated health professionals into the Canadian health workforce.

First Ministers in Canada have recognized that a skilled and flexible workforce is a key factor in ensuring Canada's prosperity and agreed to take concerted action on the assessment and recognition of foreign qualifications. In November 2009, the Forum of Labour Market Ministers announced the *Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications*, representing a shared vision, guiding principles and desired outcomes for improving the assessment and recognition of foreign qualifications in regulated occupations in Canada.

To support alignment of the IEHPI with the Framework, Health Canada extended contribution agreements with provinces and territories for an additional year from April 2010 to March 2011. Jurisdictions were consulted in February 2010 on the priorities to be established for the next Call for Proposals, which was subsequently launched in the summer of 2010. New projects will be implemented in 2011/12.

IEHPI projects funded in 2009/10 are found on pages 45 to 62.



## Increasing the Number of Health Care Providers Projects in 2009/10

# Canadian Students Studying Medicine Abroad: Survey and Focus Groups

Amount/ Duration	\$86,543 2009/10
Recipient	Canadian Resident Matching Service (CaRMS)
Objectives	This study was developed as a planning resource to help inform the provincial and federal governments about Canadian students studying medicine abroad.
Activities	<p>CaRMS examined:</p> <ul style="list-style-type: none"><li>● International medical training programs.</li><li>● Medical education accreditation systems in countries where Canadian students are located.</li><li>● Financial aspects of studying medicine abroad including debt load, financial aid available, scholarships and the socio-economic background of Canadians studying abroad.</li><li>● Characteristics of international programs (e.g. tuition level, years of study, admission requirements, number of Canadians studying, and recruitment and expansion plans).</li></ul> <p>Analysis included a comparison of Canadians studying medicine abroad to the cohort of Canadians studying medicine in Canada.</p> <p>CaRMS also developed and conducted student and faculty surveys as well as held focus groups with students. Project participants included medical schools in Australia, the United Kingdom, Grenada, the Dominican Republic, Ireland and Poland.</p>
Anticipated Results Output	<p>Increased knowledge and understanding of the cohort of Canadians studying abroad and the international medical schools offering medical education to Canadians.</p> <p>This information is intended to support the development of strategic options to improve the integration of international medical graduates returning to Canada for their postgraduate medical training.</p>
Contact Information	<p>Canadian Resident Matching Service   171 Nepean Street   Ottawa, ON   K2P 0B4   Telephone: 613-237-0075   Web site: <a href="http://www.carms.ca">www.carms.ca</a></p>

# Expansion of Northern and Remote Family Medicine (NRFM) Residency Program

Amount/ Duration	\$6,939,419 2009/10 to 2012/13
Recipient	University of Manitoba
Objectives	<p>Support entry-level family medicine residency positions in the NRFM program in order to directly meet the need for adequately prepared, committed physicians to care for patients in remote and northern regions of Canada.</p> <p>Provide vital information technology supports in rural and remote areas such as teaching and retention tools in Northern Manitoba and parts of Nunavut.</p>
Activities	<p>Provide medical training to residents for northern/remote health care delivery.</p> <p>Build infrastructure support for suitable videoconferencing and Internet access.</p> <p>Support salaries and northern allowances for family medicine residents.</p> <p>Support the necessary increase in faculty who must work in central and remote locations.</p> <p>Support travel and accommodation for students and faculty in northern and remote areas.</p>
Anticipated Results Output	<p>Qualified family physicians to work in remote and northern regions of Canada.</p> <p>Improved capacity and availability of information technology supports for tele-health and tele-education to northern and remote residents and physicians.</p> <p>Improved access to physicians, health care delivery and services to northern and remote communities.</p> <p>Enhanced focus on northern and Aboriginal health issues to provide more equitable health care to patients.</p> <p>Increased retention of family physicians in northern and remote areas and strengthening of the partnership with the Assembly of Manitoba Chiefs through increased physician resources in First Nations communities.</p>
Contact Information	<p>University of Manitoba   Brodie Centre, 727 McDermot Avenue   Winnipeg, MB   R3E 3P5   Telephone: 204-789-3485   Web site: <a href="http://umanitoba.ca/faculties/medicine/">http://umanitoba.ca/faculties/medicine/</a></p>

# Home Support Workers: Human Resources Strategies to Meet Future Projected Chronic Care Needs of Older Persons in Canada

Amount/ Duration      \$237,980      2008/09 to 2009/10

Recipient      Mount Saint Vincent University

Project Description      Improve Canada's ability to meet the projected demand for formal home care services for older persons by:

- Increasing key stakeholders' knowledge of the human resources issues affecting home support workers (HSWs) in Canada.
- Identifying innovative human resources strategies for recruitment and retention from selected jurisdictions in Canada and internationally to prepare for the projected demand.
- Assessing and analyzing gaps between the projected demand for home support workers and the strategies designed to meet this demand.

Key Results      Completed a literature review of priority issues impacting HSWs in Canada.

Completed a scan of literature and Web sites to identify recruitment and retention strategies in Canada, Australia, the USA and selected European countries.

Analyzed existing data sets for insight into HSWs' job satisfaction and working conditions.

Consulted with key stakeholders in Nova Scotia, Quebec, Ontario and Saskatchewan.

Outcomes      Increased stakeholders' knowledge of the human resources issues affecting home support workers in Canada.

Identified human resources strategies for recruitment and retention from selected jurisdictions in Canada and internationally to prepare for the projected demand.

Assessed and analyzed gaps between the projected demand for home support workers and the strategies designed to meet this demand.

## Contact Information

Mount Saint Vincent University |

166 Bedford Highway | Halifax, NS | B3M 2J6 |

Telephone: 902-457-6466 | Web site: <http://www.msvu.ca/>

# Sustaining an Allied Health Workforce

Amount/ Duration      \$897,470      2009/10 to 2010/11

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Recipient      Association of Canadian Community Colleges

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Objectives      Develop and promote a pan-Canadian approach to increasing the supply of allied health care graduates.

Identify and promote innovative practices, resources and tools designed to improve student retention and graduation in allied health care. The initial emphasis is on students in imaging, respiratory therapy and laboratory sciences.

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Activities      Identifying and building on promising practices for recruitment and retention of students, leading to the development, piloting and evaluation of six pilots across Canada, over an 18-month period. Pilots include peer mentoring, coaching, career laddering, video scenarios (similar to the standardized patient scenarios used in medical training) and simulation initiatives. Pilots will benefit approximately 600 students and results will inform the development and promotion of an innovations guide for Canadian colleges and a pan-Canadian blueprint for sustaining the supply of allied health professionals.

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Anticipated Results  
Output      A blueprint for increasing the supply of allied health graduates; an innovations guide of practices; resources and tools to improve student retention and graduation rates; and strategies for the adoption and use of the elements outlined in the guide.

Project outcomes include long-term improvement in student retention and an increase in the supply of allied health graduates, through a collective strategy supported by increased awareness and expanded use of innovative practices, resources and tools.

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## Contact Information

Association of Canadian Community Colleges |  
200 - 1223 Michael Street North | Ottawa, ON | K1J 7T2 |  
Telephone: 613-746-2222 ext. 3148 | Web site: [www.accc.ca/](http://www.accc.ca/)



## Using Health Human Resource Skills Effectively Projects in 2009/10



# Access to Quality Drug Therapy: Applying Pharmacists' Knowledge to the Primary Care System (ADAPTS)

Amount/ Duration	\$800,000    2009/10 to 2010/11
Recipient	Canadian Pharmacists Association
Objectives	<p>Identify emerging pharmacy models across Canada in which pharmacists practise at the top of their scope and maximize the use of their knowledge.</p> <p>Raise awareness among all pharmacists across the country and any interested health care decision and policy makers of the skills necessary to work in primary health care.</p> <p>Develop an accessible continuing education program that enables pharmacists to acquire skills to work effectively with other health care providers in primary health care.</p>
Activities	<p>Launch self-assessment tools for pharmacists to evaluate their needs for new skills and raise awareness of the required culture shift.</p> <p>Implementation and evaluate the pharmacist primary health care skills training course based in best continuing professional development practices.</p>
Anticipated Results Output	Improve pharmacists' skills and self-awareness of knowledge gaps in order to improve patient outcomes.

## Contact Information

Canadian Pharmacists Association |  
1785 Alta Vista Drive | Ottawa, ON | K1G 3Y6 |  
Telephone: 613-244-7837 | Web site: [www.pharmacists.ca/](http://www.pharmacists.ca/)

# Canadian Interprofessional Health Collaborative (CIHC)

Amount/ Duration	\$1,854,806    2006/07 to 2009/10 \$400,000    2009/10 to 2010/11
Recipient	University of British Columbia
Objectives	<p>Address the enablers and barriers to team-based patient care.</p> <p>Foster partnerships which will help advance the knowledge and understanding of interprofessional education and collaborative practice and improve outcomes in the health system.</p> <p>Advance interprofessional collaboration in education, practice, and research, as well as provide health providers and organizations with the resources and tools needed to apply an interprofessional, patient-centred and collaborative approach to health.</p> <p>CIHC is comprised of over 1,500 members, including educators, policymakers, health providers and students, and is directed by a steering committee of academics, researchers and policy makers from across the country.</p>
Activities	<p>Develop support for leadership in interprofessional education (IPE) and interprofessional collaboration (IPC) by:</p> <ul style="list-style-type: none"> <li>● Identifying best practices in IPE/IPC.</li> <li>● Developing a national research agenda, evidence based tools, frameworks and models to support skills building.</li> <li>● Developing a knowledge dissemination strategy and knowledge exchange framework to address the knowledge needs of health providers.</li> <li>● Developing curriculum guidelines and a best practice dissemination framework.</li> <li>● Testing education and training programs for health professionals to increase their capacity to participate in team-based health services.</li> <li>● Creating a network of IPE/IPC champions across Canada.</li> <li>● Creating a comprehensive Web site and library.</li> </ul>
Anticipated Results Output	<p>This work will:</p> <ul style="list-style-type: none"> <li>● Boost awareness of IPE and IPC practice within the Canadian health and education systems.</li> <li>● Contribute to improvements in the recruitment and retention of health care professionals, delivery of health services and quality of health care.</li> <li>● Stimulate networking and sharing of best practices.</li> <li>● Expand networks and leadership for enhanced sustainability.</li> <li>● Facilitate collaboration in both education and practice.</li> </ul>

## Contact Information

University of British Columbia |  
400-2194 Health Sciences Mall | Vancouver, BC | V6T 1Z3 |  
Telephone: 604-562-1492 | Web site: [www.cihc.ca/](http://www.cihc.ca/)

# Demand-Side Control in Diagnostic Imaging

Amount/ Duration	\$462,738 2009/10 to 2011/12
Recipient	Canadian Association of Radiologists (CAR)
Objectives	Improve uptake of practice guidelines for diagnostic imaging (DI) among clinicians through the use of a decision support tool in two different care settings (hospital and community care).
Activities	<p>Activities include:</p> <ul style="list-style-type: none"><li>● Researching current patterns of guideline compliance, based on the computerized best practice DI guidelines developed by CAR in 2005 and 2010.</li><li>● Using the best practice DI guidelines, and identifying at least three widely shared types of inappropriate ordering in order to focus interventions.</li><li>● Implementing a series of targeted interventions to correct inappropriate ordering.</li></ul> <p>Results will be disseminated through ongoing communications with administrative and medical leaders in project sites, as well as other provinces and territories.</p>
Anticipated Results Output	<p>Increased knowledge about how to improve physician compliance with best practice guidelines, which can be applied across Canada by any health care jurisdiction.</p> <p>A decrease in inappropriate requests for diagnostic imaging, resulting in reduced backlogs.</p>
<p>Contact Information</p> <p>Canadian Association of Radiologists   377 Dalhousie Street, Suite 310   Ottawa, ON   K1N 9N8   Telephone: 613-860-3111   Web site: <a href="http://www.car.ca/">www.car.ca/</a></p>	

# Developing Interprofessional Collaborative Practice and Learning Environments Across the Continuum of Care in Western and Northern Canada

Amount/ Duration      \$1,697,539      2009/10 to 2010/11

Recipient      Government of British Columbia

Objectives      Develop collaborative practice and learning environments in the Western and Northern regions to demonstrate leading practices in workforce optimization through interprofessional collaboration.

Develop, implement, and evaluate innovative learning and change management approaches to build capacity and practise skills in interprofessional collaborative models of service delivery.

The practice environment at each site varies and includes home care, long term care, mental health, and women's health. The multidisciplinary site teams may include: nurses, physicians, physiotherapists, kinesiologists, rehabilitation assistants, speech-language pathologists, nutritionists, pharmacists, psychologists, psychiatrists, and mental health nurses.

Activities      Develop a minimum of one innovative model of interprofessional collaborative practice in each participating jurisdiction.

Develop an evaluation framework and outcome indicators for measuring the impact of collaborative practice on patient outcomes and health human resource issues.

Document the implementation process including lessons learned, challenges and successes, barriers and facilitators and recommendations.

Develop a collaborative Health Human Resource Planning and Research Network using an electronic platform.

Develop a knowledge translation plan.

Anticipated Results Output      The creation of collaborative practice and learning environments in the Western and Northern regions that will enhance the capacity of the health care workforce to collaborate in the delivery of health services and develop mechanisms to measure the impact of collaborative practice and learning on the patient, provider and health care system.

## Contact Information

British Columbia Ministry of Health |  
3-2, 1515 Blanshard Street | Victoria, BC | V8W 3C8 |  
Telephone: 250-952- 3145 | Web site: [www.gov.bc.ca/health/](http://www.gov.bc.ca/health/)

# Hip and Knee Surgery Wait Time Strategy Phase IV

Amount/ Duration	\$744,809 2009/10 to 2010/11
Recipient	Canadian Orthopaedic Foundation
Objectives	In previous phases of this wait time strategy, a core model of care for hip and knee replacement surgery was developed that focused on patient care from referral to recovery and addressed issues related to access, quality, efficiency and sustainability. The objectives of Phase IV focus on the dissemination and implementation of the toolkit and working with various health institutions from across the country to identify and find solutions to barriers related to health professional's efforts to maximize their scope of practice when managing patients requiring hip and knee surgery.
Activities	<p>Promote the toolkit using a comprehensive communication strategy so that surgical sites across Canada are aware of it and will have had the opportunity to provide feedback.</p> <p>Implement the toolkit in all provinces and conduct an evaluation regarding the ease with which they are able to implement the toolkit and identify potential barriers to further implementation.</p> <p>Develop consensus with various health institutions on national indicators, standards, benchmarking and reporting for hip and knee replacement surgery.</p> <p>Expand the toolkit to incorporate lessons learned from the project to enhance its applicability.</p>
Anticipated Results Output	<p>Increased awareness of the toolkit and a national core model of care in all provinces.</p> <p>Enhanced understanding of the workforce system related to joint replacements and implementation of a model that will enable scenario testing and future forecasting of HHR requirements for joint replacements.</p>

## Contact Information

Canadian Orthopaedic Foundation |  
 181 Bay Street, Suite 4400 | Toronto, ON | M5J 2T3 |  
 Telephone: 416-410-2341 | Web site: [www.canorth.org/](http://www.canorth.org/)

# Implementation of Canadian Social Work End-of-Life Competencies into Professional Education Curricula

Amount/ Duration	\$330,000 2009/10 to 2010/2011
Recipient	Canadian Hospice Palliative Care Association
Objectives	Integrate hospice palliative care core competencies into model curricula for all social work undergraduate, graduate, and continuing education programs.
Activities	Develop, pilot test, evaluate and finalize curricula tools and resources for social workers.  Disseminate and promote the integration of competencies into social work education.
Anticipated Results Output	Canadian schools of social work agree to integrate hospice palliative care competencies into their curricula, towards the goal that all social workers will graduate with a standard foundation of knowledge about hospice palliative care.

## Contact Information

Canadian Hospice Palliative Care Association |  
Saint Vincent Hospital, 60 Cambridge Street North | Ottawa, ON | K1R 7A5 |  
Telephone: 613-241-3663 | Web site: [www.chpca.net/](http://www.chpca.net/)

# Improving Health Human Resources for Canada's Aging Population: Recruiting Students to the Field of Aging

Amount/ Duration      \$72,115      2009/10

Recipient      National Initiative for the Care of the Elderly

Project Description      The overall goal of this project was to promote geriatric/gerontological care among health students and support pan-Canadian improvements in elderly care by:

- Increasing post-graduate students' awareness of educational and career options in geriatrics and gerontology.
- Promoting the adoption of core competencies in geriatric/gerontological care into the curricula of undergraduate programs in medicine, nursing, and social work.
- Stimulating the growth of similar projects to sustain educational and career efforts with respect to caring for older adults.

Key Results      Developed an informational Web site and free membership database that connects any student with academic supervisors and professional mentors in geriatric/gerontological care.

Implemented geriatric interest groups at Nipissing University, Université de Moncton, University of British Columbia, University of Manitoba, and University of Saskatchewan to raise awareness, stimulate interest, and recruit students to the field of elderly care.

Developed a compendium of core interdisciplinary competencies that were organized into bilingual booklets and distributed to 72 pre-identified stakeholders across Canada in medicine, nursing, and social work programs.

Outcomes      Increased awareness and interest in geriatric/gerontological care among undergraduate students in medicine, nursing, and social work, making these students more inclined to consider a career in elderly care.

Increased awareness and understanding of important requirements for effective geriatric/gerontological care among stakeholders in the health care field.

## Contact Information

National Initiative for the Care of the Elderly |  
222 College Street, Suite 106 | Toronto, ON | M5T 3J1 |  
Telephone: 416-978-7065 | Web site: [www.nicenet.ca/](http://www.nicenet.ca/)



# Quality and Safety in Nursing Homes

Amount/ Duration	\$750,000 2009/10 to 2011/12
Recipient	University of Alberta
Objectives	<p>Utilize an acute care model of quality and safety improvement at the bedside for health care aides in home care using the existing Safer Healthcare Now! (SHN) program model. The SHN model enables frontline teams in acute health care to use quality improvement methods to integrate evidence and best practices into direct patient care.</p> <p>Improve the quality of worklife for home care aides in nursing homes, increase their retention, and improve the quality and safety of over 700 elderly residents.</p>
Activities	<p>Train health care providers in eight nursing homes to use the SHN model.</p> <p>Undertake an evaluation of the model to identify barriers and enablers of change.</p> <p>Assess each team's progress toward making improvements in patient care.</p>
Anticipated Results Output	<p>Health care providers in eight nursing homes in Alberta and British Columbia will be trained using the SHN model.</p> <p>An evaluation report of the model, which identifies barriers and enables of change will be produced.</p>

## Contact Information

University of Alberta |  
5-112 Clinical Sciences Building | Edmonton, AB | T6G 2G3 |  
Telephone: 780-492-6187 | Web site: [www.uofaweb.ualberta.ca/kusp/](http://www.uofaweb.ualberta.ca/kusp/)

# Skills Building for Interprofessional Collaborative Practice in Community-Based Health Settings

Amount/ Duration      \$1,125,000      2009/10 to 2010/11

Recipient      Health Care Human Resource Sector Council

Objectives      Develop best practice sites in Atlantic Canada that will demonstrate leading practices in workforce optimization through interprofessional collaborative learning and practice.

Use proven change management methodologies, create new tools, resources, processes and learning opportunities to maximize the interprofessional collaborative competencies of health professionals, including nurses, midwives, obstetricians, family physicians, lactation consultants, social workers, public health nurses, dieticians and educators), and promote the uptake and expansion of successful practices to other sites in the future.

The focus will be on community based women's and children's health services, however, the results will be adaptable to other contexts. Both primary and public health teams will be involved in the project.

Activities      Establish collaborative learning and practice sites in the Atlantic provinces.

Develop learning modules to facilitate the achievement of competencies required to work in interprofessional teams.

Develop an evaluation framework with outcome indicators to measure the impact of collaborative practice on patient outcomes and health human resource issues.

Document the implementation processes, lessons learned, challenges and successes, barriers and facilitators, and recommendations that are locally, provincially and nationally relevant to facilitate replication in other jurisdictions.

Outline the change management process needed to support interprofessional collaboration at each site and the resulting resource implications.

Develop a knowledge transfer strategy that will facilitate widespread awareness and strengthen capacity for replication of the project's successes in other jurisdictions.

Anticipated Results Output      The creation of sustainable collaborative learning and practice sites in Atlantic Canada will enhance the capacity of health care professionals to collaborate in the delivery of health services and improve patient health outcomes and efficiency in the health care system.

## Contact Information

Health Care Human Resource Sector Council |  
380 Bedford Highway | Halifax, NS | B3M 2L4 |  
Telephone: 902-461-0871 | Web site: [www.hcsc.ca/](http://www.hcsc.ca/)

# The Future of Medical Education in Canada Undergraduate Project

Amount/ Duration	\$1,192,253 2007/08 to 2010/2011
Recipient	Association of Faculties of Medicine of Canada
Objectives	<p>Review undergraduate medical education in Canada through an environmental scan and literature review.</p> <p>Conduct a strategic consultation process to establish a collective vision of the medical education system and share goals and objectives to achieve that vision.</p>
Activities	<p>Consulted with stakeholders from the medical education community, other disciplines and government at a national forum (May 2009).</p> <p>Health system leaders/managers, the Canadian Federation of Medical Students and the Fédération des médecins résidents du Québec took part in the consultations. A Blue Ribbon Panel composed of national experts from diverse sectors outside health also provided input.</p> <p>Finalized report entitled <i>The Future of Medical Education in Canada: A Collective Vision for MD Education</i> and disseminated it via Web site and mail out to key stakeholders (January 2010).</p> <p>Established a knowledge transfer and dissemination strategy.</p>
Anticipated Results Output	<p>The collective vision document approved by all deans of medicine and schools.</p> <p>Initial work towards implementing the recommendations is underway.</p>

## Contact Information

Association of Faculties of Medicine of Canada |  
 265 Carling Avenue, Suite 800 | Ottawa, ON | K1S 2E1 |  
 Telephone: 613-730-0687 | Web site: [www.afmc.ca/future-of-medical-education-in-canada/](http://www.afmc.ca/future-of-medical-education-in-canada/)

# The Future of Medical Education in Canada

## Postgraduate Project

Amount/ Duration	\$1,850,664    2009/10 to 2011/12
Recipient	Association of Faculties of Medicine of Canada (AFMC)
Objectives	<p>Review postgraduate education in Canada to determine whether the structure and processes of the current system are designed for the best possible outcomes to meet current and future societal needs.</p> <p>Formulate recommendations for changes to the postgraduate medical education system based on the results of the review.</p>
Activities	<p>Undertake a review of postgraduate education theory and practice in collaboration with a wide range of health professionals in order to examine how the postgraduate medical education system can evolve.</p> <p>The review will consist of :</p> <ul style="list-style-type: none"><li>• An environmental scan.</li><li>• An international comparison and a major consultation (online survey, town hall meeting, national forum with the public, provincial health departments, faculties of medicine, residents, medical association etc).</li></ul> <p>Key documents will be posted on the AFMC's web site for members and the general public, including the environmental scan, an online survey report, the international comparisons report, and a collective vision document.</p>
Anticipated Results Output	<p>An evidence-based blueprint identifying areas for transformative change to Canada's postgraduate medical education curriculum, as well as roles and responsibilities of various players.</p> <p>New physicians will be better prepared to meet the changing health care needs of Canadians.</p>

### Contact Information

Association of Faculties of Medicine of Canada |  
265 Carling Avenue, Suite 800 | Ottawa, ON | K1S 2E1 |  
Telephone: 613-730-0687 | Web site: [www.afmc.ca](http://www.afmc.ca)

# An Interprofessional Caseload Management Planning Tool for Occupational Therapy, Physiotherapy and Speech-Language Pathology

Amount/ Duration                      \$250,000    2008/09 to 2010/11

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Recipient	Canadian Association of Occupational Therapists
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Objectives	Develop an evidence-based tool designed to assist professionals, organizations and policy makers in determining effective caseload management for occupational therapy (OT), physiotherapy (PT) and speech-language pathology (S-LP) in Canada, along with guidelines for its application.
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Activities	<ul style="list-style-type: none"><li>● Identify the critical elements, issues and considerations involved in caseload management in different service delivery models.</li><li>● Develop and validate a tool for OT, PT and S-LP services in Canada using informed best practices and competence-based profiles to assist professionals, administrators and policy makers with effective HHR planning and caseload management.</li><li>● Implement the tool through twelve pilot sites that will ensure equal representation of the three professions, and diverse representation of practice settings, practice areas and geographical distribution.</li><li>● Promote ongoing use of the tool, including updating and ongoing dialogue related to evolving trends and issues.</li></ul>
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Anticipated Results Output	<p>Strengthened evidence base and capacity to appropriately plan and utilize OT, PT, and S-LP human resources and improved recruitment and retention of these health providers.</p> <p>Support for effective wait list management and improved access to these services.</p>
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## Contact Information

Canadian Association of Occupational Therapists |  
CTTC Building, Suite 3400 | 1125 Colonel By Drive | Ottawa, ON | K1S 5R1 |  
Telephone: 1-800-434-2268 ext. 229 | Web site: [www.caot.ca/](http://www.caot.ca/)

# Learners and Locations: Pilot Study of Where Physicians Train and Practise

Amount/ Duration      \$242,719    2008/09 to 2010/11

Recipient      Memorial University of Newfoundland

Objectives      Develop and test a practical tool in Newfoundland and Labrador that can be used nationally by all Canadian medical schools for geographic mapping of origin of residence of medical students, locations of medical school learning and residency training, and practice locations of graduates.

Examine the feasibility of developing a database that can be used for longitudinal geographic mapping analysis of medical students extending from their origin of residence during their high school years until their eventual practice locations.

Create national documentation based on the geographic origin data. Determine to what extent geographic origin and location of learning affect where physicians establish their practice.

Use research to guide future development of distributed medical education and decisions on how and where to best train physicians for all parts of Canada.

Activities      Develop the longitudinal database, including data from Memorial University of Newfoundland (MUN) medical students and residents during their high school years.

Examine the feasibility of using *One45* software at MUN's Faculty of Medicine as a data collection vehicle to document learner training locations during pre-clerkship, clinical clerkship rotations and post MD residency rotations. Examine the feasibility of using the Canadian Post-MD Education Registry (CaPER) to track physicians' practice location following medical training at MUN. Analyze population database for location of origin, MD program learning, post MD residency training and graduate practices.

Prepare and disseminate a report, methodology and database to be shared with other Canadian medical faculties and interested parties.

Anticipated Results Output      An analyzable database of geographic data about physicians during all stages of education and practice in Newfoundland and Labrador. Provide a better understanding of how to improve the fit between where people live and where doctors practise, optimize the health workforce in the province and share the piloted tool with other jurisdictions.

## Contact Information

Memorial University of Newfoundland |  
300 Prince Philip Drive | St. John's, NL | A1B 3V6 |  
Telephone: 709-737-3213 | Web site: [www.mun.ca/](http://www.mun.ca/)

# Simulation-Enhanced Learning and Clinical Competence

Amount/ Duration	\$343,150    2007/08 to 2009/10
Recipient	Association of Canadian Community Colleges
Objective	Investigate whether a simulation-enhanced curriculum decreases the time and increases the potential to train more people in clinical competencies in radiological technology.
Key Results	<p>Developed and assessed an evaluation tool for simulation-enhanced learning among allied health professionals.</p> <p>Assessed clinical communication competencies with the newly developed evaluation tool and determined 'time to communication competence' for allied health students training with simulation enhanced learning methods.</p>
Outcomes	An alternate curriculum delivery method for students was developed and tested. The curriculum is presently supported by Memorial University, with funding, faculty hiring and continued use of the modules.

## Contact Information

Association of Canadian Community Colleges |  
200-1223 Michael Street | Ottawa, ON | K1J 7T2 |  
Telephone: 613-746-2222 | Web site: [www.accc.ca](http://www.accc.ca)





# Creating Healthy, Supportive, Learning Workplaces Projects in 2009/10

# Health Care Quality Enhancement Through E-Learning for Providers

Amount/ Duration	\$450,000 2009/10 to 2010/11
Recipient	Canadian Medical Association
Objectives	<p>Implement state-of-the-art learning management software.</p> <p>Develop a comprehensive library of quality learning materials and activities.</p> <p>Implement a self-directed learning strategy that actively engages Canadian physicians in lifelong learning and ongoing self-performance monitoring and improvement. Evaluate the effectiveness of the CMA's learning management system to improve physician access to quality continuing medical education.</p>
Activities	<p>Report summarizing what the project aimed to achieve, what was accomplished and what lessons were learned about challenges and success factors.</p> <p>Development of:</p> <ul style="list-style-type: none"> <li>• An online portal.</li> <li>• A communication strategy to introduce the CMA learning environment and its benefits to Canadian physicians.</li> <li>• A comprehensive library of quality learning resources.</li> <li>• A self-directed learning strategy to engage Canadian physicians in lifelong learning.</li> </ul> <p>A process evaluation will examine how the project activities were rolled out and collect feedback from target audiences. An outcome evaluation will investigate how well the project activities reached the established project objectives.</p> <p>Project results will be disseminated to target audiences such as governments, health care providers, professional organizations and academic researchers. Evaluation results will also be presented at academic meetings and published in medical journals.</p>
Anticipated Results Output	<p>Decrease in barriers to quality learning resources.</p> <p>Increased awareness of the importance of developing a personal strategy for lifelong learning. Expansion of available learning resources.</p> <p>Improved collaboration between organizations to more systematically address the learning needs of Canadian physicians.</p>

## Contact Information

Canadian Medical Association |  
 1867 Alta Vista Drive | Ottawa, ON | K1G 5W8 |  
 Telephone: 613-731-8610 | Web site: [www.cma.ca/](http://www.cma.ca/)

# NurseONE / INF-Fusion: The Canadian Nurses Portal

Amount/ Duration	\$1,409,197    2009/10 to 2011/12
Recipient	Canadian Nurses Association (CNA)
Objectives	<p>Enhance the content available on the portal and increase the number of registered and active users.</p> <p>The NurseONE portal is a personalized, interactive Web-based resource designed to support nursing practice by providing nurses with reliable information to support their decision-making, manage their careers and connect with colleagues and health care experts. It offers services such as content on professional practices and continuing competence, access to online libraries and to an Electronic Compendium of Pharmaceuticals and Specialties, and includes content for First Nations and Inuit Health (FNIH) nurses.</p>
Activities	<p>Develop Nurse Connect/virtual study groups and communities of practice networking sites.</p> <p>Improve and maintain an online library.</p> <p>Post online education modules, delivering online courses and testing nurses through the University of Saskatchewan.</p> <p>Develop generic tools for self-assessment and personalized learning plans.</p> <p>Evaluate and enhance the portal, including strategic marketing to increase the number of registered and active users of NurseONE.</p>
Anticipated Results Output	<p>The NurseONE portal will provide access to: evidence-based research through online libraries; continuing educational resources and competency courses; an e-lexicon; communities of practice/virtual study groups and specialized information related to First Nations and Inuit Health (FNIH).</p> <p>Initially funded by the FNIH Branch of Health Canada in 2006, the NurseONE portal had 1,339 registered users. By September 2009, the number of registered users had grown to 19,674, which represents 10 percent of all CNA members.</p>
<p>Contact Information</p> <p>Canadian Nurses Association  </p> <p>50 Driveway   Ottawa, ON   K2P 1E2  </p> <p>Telephone: 613-237-2133   Web site: <a href="http://www.cna-nurses.ca/">www.cna-nurses.ca/</a></p>	

# Research to Action: Applied Workplace Solutions for Nurses

Amount/ Duration      \$4,774,743      2008/09 to 2010/11

Recipient      Canadian Federation of Nurses Unions

Objectives      Assist jurisdictions across Canada in the development of pilot projects designed to improve the retention and recruitment of nurses and overall work-life quality, provide opportunities to enhance clinical skills, and refine or introduce new competencies.

The common objectives of the pilot projects are to:

- Identify potential research projects that will improve the work-life quality at the local level.
- Identify measures which unions and employers can undertake together to promote work-life quality practices that will in turn improve the retention and recruitment of nurses, and improve the quality of patient care.
- Explore opportunities for an interprofessional approach which will strengthen relationships within the nursing workforce and with other professionals.
- Increase communication and strategic work relations between and across professions.

Activities      Pilot projects in each of the ten participating jurisdictions.

Activities include a range of innovative strategies matched to the specific needs and circumstances identified in each province/territory (P/T) and of specific employers, such as improvement of staffing ratios to enhance the quality of patient care, support to new nursing graduates and opportunities to enhance professional development.

A two-day pan-Canadian conference to share experiences and lessons learned, and to assess the relevance of P/T pilot projects to other jurisdictions and for knowledge transfer.

Anticipated Results Output      Provide opportunities for both new and experienced nurses to enhance their work experience and create a positive work environment, increase evidence-based research and evaluation of workplace initiatives, facilitate the transfer of relevant expertise between health regions/provinces, and enhance the stability of health services through sustainable health human resources strategies.

## Contact Information

Canadian Federation of Nurses Unions |  
2841 Riverside Drive | Ottawa, ON | K1V 8X7 |  
Telephone: 613-526-4661 | Web site: [www.nursesunions.ca/](http://www.nursesunions.ca/)

# Quality Worklife Quality Healthcare Collaborative (QWQHC)

Amount/ Duration	\$1,449,500	2004/05 to 2009/10
	\$400,000	2009/10 to 2010/11

Recipient	Accreditation Canada
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Objectives	Increase the capacity of health service organizations to implement evidence-informed quality of worklife (QWL) practices, increase the awareness, commitment, and engagement of health care leaders with regard to healthier workplaces, and promote an ongoing collaborative action approach to improving QWL in health care. The Collaborative was established in response to a need for an integrated approach that links quality of work life, human resource practices, and health system results, including the quality of patient care and client services. QWQHC is comprised of 12 national health system organizations representing diverse stakeholders, from governance levels to patient care and client service providers.
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Activities	Develop a National Action Strategy ("Within Our Grasp") to improve the QWL for health care providers and the quality of patient care they deliver, including seven standard QWL indicators. Develop a Healthy Healthcare Leadership Charter and assist the more than 50 signatories with resources to improve QWL in their environments. Expand Accreditation Canada's worklife criteria in its Qmentum Accreditation Program with a commitment to further enhancements. Launch a web site highlighting key resources and leading practices on healthy workplace practices and a growing knowledge network base for ongoing dialogue. Organize an annual self-funding summit to promote knowledge exchange about QWL initiatives among health care professionals, health care employees and employers, and governments.
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Anticipated Results Output	<p>This work will:</p> <ul style="list-style-type: none"> <li>● Provide organizations with the knowledge and insights required to implement leading QWL practices in their respective workplaces.</li> <li>● Augment performance measures undertaken by health care organizations and federal/provincial/territorial governments to support healthy healthcare.</li> <li>● Increase alignment of QWL strategies across the health system, thus creating evidence of momentum in the uptake of evidence-informed strategies.</li> <li>● Present the "business case" of QWL to target audiences based on the premise of improved quality health care.</li> <li>● Secure the continued commitment and support of collaborators to champion and sustain QWL improvements in health care.</li> </ul>
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Contact Information  
Accreditation Canada |  
1150 Cyrville Road | Ottawa, ON | K1J 7S9 |  
Telephone: 613-738-3800 | Web site: [www.qwqhc.ca/](http://www.qwqhc.ca/)





## More Effective Planning and Forecasting Projects in 2009/10

# Competency-Based Health Human Resources Planning for Aging Canadians in Long-Term Care

Amount/ Duration	\$267,784    2009/10 to 2011/12
Recipient	World Health Organization/Pan American Health Organization Collaborating Centre, University of Dalhousie
Objectives	Develop a practical HHR planning tool that is based on the health needs of aging Canadians and the competencies required to better respond to those needs.
Activities	<p>Identify health needs of the target population.</p> <p>Determine the best team composition or skills mix of health care workers to meet those needs and ensure that the full range of competencies across professions is utilized.</p> <p>Engage stakeholders, such as direct health care providers, at all levels through mechanisms such as key informant interviews, self-assessment questionnaires and surveys.</p>
Anticipated Results Output	A practical application of a new approach to HHR planning for the aged, based on the health needs of aging Canadians and the competencies required to meet those needs.

## Contact Information

Dalhousie University |  
5869 University Avenue | Halifax, NS | B3H 4H7 |  
Telephone: 902-494-2228 | Web site: <http://whocentre.dal.ca/>

# Canadian Health Leadership Network (CHLNet) Leadership Inventory Development Project

Amount/ Duration	\$100,000 2008/09 to 2009/10
Recipient	Canadian College of Health Service Executives
Project Description	CHLNet's Leadership Inventory Development Project built a national inventory of training activities and best practices in leadership development by identifying best practices, gaps and challenges to leadership development within the health care system.
Key Results	<p>Established an inventory of leadership curriculum and training activities in various jurisdictions across Canada, including development activities from universities/colleges, national health associations, provincial health associations, regional health associations and stand-alone institutions.</p> <p>Identified leadership development best practices based on the inventory.</p> <p>Compared and contrasted current and ongoing provincial/territorial leadership development initiatives with the Pan-Canadian Health Leadership Capability Framework's leadership capabilities.</p> <p>Identified leadership education/training gaps and challenges.</p> <p>Identified future leadership development pilot projects through which leadership development gaps could be addressed.</p>
Outcomes	<p>A national inventory of current curricula, training activities, and best practices in leadership development.</p> <p>Enhanced health leadership capacity development in Canada.</p>
Contact Information	<p>Canadian College of Health Service Executives   292 Somerset West   Ottawa, ON   K2P 0J6   Telephone: 613-235-7218 ext. 27   Web site: <a href="http://www.cchse.org/">www.cchse.org/</a></p>

# Integrating Needs for Mental Wellness into Human Resource Planning

Amount/ Duration	\$250,000    2009/10 to 2010/11
Recipient	Canadian Mental Health Association
Objectives	Develop and implement a needs-based human resource framework and model based on current/emerging data sources in the mental wellness field.
Activities	<p>Conduct an inventory of existing needs-based/other HHR planning practices. The inventory will include results of key informant interviews and an online survey of stakeholders in both community and institutional settings.</p> <p>Complete a feasibility study using cross-case analysis of three cases to identify macro-level trends and forecasts of population mental health. The case studies will address three common diagnoses: depression, anxiety and attention deficit/hyperactivity disorder.</p> <p>Discuss findings at a consensus conference. Following the conference a report on the conclusions and recommendations will be produced.</p>
Anticipated Results Output	Enhance the capacity to respond to the needs of mental health patients and assist all levels of governments in providing improved availability and accessibility to high quality/necessary mental health services.

## Contact Information

Canadian Mental Health Association |  
Phenix Professional Building, 595 Montreal Road, Suite 303 | Ottawa, ON | K1K 4L2 |  
Telephone: 613-745-7750 | Web site: [www.cmha.ca/](http://www.cmha.ca/)

# Canadian Post-M.D. Education Registry (CaPER)

Amount/ Duration	\$450,000    2008/09 to 2012/13
Recipient	Association of Faculties of Medicine of Canada
Objectives	<p>Gather data from all faculties of medicine to measure the numbers and flow of students through the post-M.D. training system in Canada.</p> <p>Develop a database that tracks Canadian citizens/permanent residents who undertake post-M.D. training in the United States.</p>
Activities	Measure Canada's domestic supply, distribution and mix of physicians using a database.
Anticipated Results Output	<p>Information on physicians in training (i.e., their supply, distribution and mix) is of value to health care researchers and health human resource planners at the federal, provincial and territorial levels.</p> <p>Data will cover the full spectrum of clinical practice during post-M.D. (i.e., specialty) training years until licensure and will be an important planning tool.</p>

## Contact Information

Canadian Post-M.D. Education registry (CaPER) |  
265 Carling Avenue, Suite 800 | Ottawa, ON | K1S 2E1 |  
Telephone: 613-730-1204 | Web site: [www.afmc.ca/](http://www.afmc.ca/)

# Health Human Resources Planning and Utilization: Capacity Building and Knowledge Exchange between Canada and Brazil

Amount/ Duration	\$484,907 2008/09 to 2012/13
Recipient	Dalhousie University: Pan American Health Organization / World Health Organization Collaborating Centre on Health Workforce Planning and Research
Objectives	<p>Enhance the primary health care (PHC) systems in Canada and Brazil by exchanging knowledge and building capacity for health human resources (HHR) planning based on the PHC needs of the respective populations.</p> <p>Expand knowledge and share expertise in the following areas: interprofessional education for collaborative patient-centred practice; providing evidence, based on population health needs, for adequate family medicine residency positions; planning for a workforce to care for vulnerable populations; approaches to increase indigenous health care providers; and recruitment and retention programs for rural/remote practice.</p>
Activities	<p><b>Needs-Based Planning Initiatives</b></p> <p>A series of seminars and ongoing videoconferencing related to:</p> <ul style="list-style-type: none"> <li>● Needs-based HHR planning and leadership.</li> <li>● Graduate programs in HHR planning and research.</li> <li>● Supporting activities in HHR planning.</li> <li>● Capacity building and knowledge transfer).</li> <li>● Evaluation of capacity building and knowledge transfer.</li> </ul> <p><b>HHR Utilization Initiatives</b></p> <p>A series of seminars and ongoing videoconferencing related to:</p> <ul style="list-style-type: none"> <li>● Interprofessional education and collaborative practice (IECP) in PHC.</li> <li>● Demonstration of PHC IECP projects to review experiences in Brazil and Canada.</li> <li>● Determining best practices and advancing knowledge exchange.</li> <li>● Conducting situational analysis to determine key needs and priorities related to indigenous (Aboriginal) HHR, which aligns with activities under Health Canada's First Nations and Inuit Health Branch.</li> </ul>
Anticipated Results Output	Production of policy and communication documents for decision makers. Strengthened partnerships between Canadian and Brazilian PHC professions, researchers and government policy makers. Enhanced knowledge and partnerships between stakeholders that reflect increased capacity for needs-based HHR planning and promotion of interprofessional collaborative practice.
Contact Information	<p>Dalhousie University  </p> <p>5869 University Avenue   Halifax, NS   B3H 4H7  </p> <p>Telephone: 902-494-2228   Web site: <a href="http://whocentre.dal.ca/">http://whocentre.dal.ca/</a></p>

# International Consortium on Needs-Based Health Human Resources Planning

Amount/ Duration	\$649,970    2008/09 to 2009/10
Recipient	Dalhousie University: Pan American Health Organization / World Health Organization Collaborating Centre on Health Workforce Planning and Research
Project Description	Conducted needs-based HHR planning in Jamaica, Brazil and Canada, with the goal of information sharing on HHR planning across the three countries.
Activities	<p>Collaborated with Jamaican and Brazilian stakeholders to facilitate knowledge exchange and aid in the continued development of country-specific, needs-based approaches to HHR planning.</p> <p>Engaged in capacity building activities related to needs-based workforce planning in Jamaica and Brazil.</p> <p>Meetings, presentations, reports, and teleconferences communicated information and lessons learned to a strong network of local, national and international organizations.</p>
Outcomes	<p>Developed a planning tool for health professionals in Jamaica, which will be used to direct health human resources related policy and assist in the forecasting of the right number of health professionals.</p> <p>Increased capacity to do needs-based modelling for health human resource planning for policy development partners in two Brazilian states, the South East Region of Jamaica and Canada.</p> <p>Forged valuable partnerships that enable capacity building and knowledge exchange activities on a national and international scale.</p>

## Contact Information

Dalhousie University |  
 5869 University Avenue | Halifax, NS | B3H 4H7 |  
 Telephone: 902-494-2228 | Web site: <http://whocentre.dal.ca/>

# Securing the Future of Canada's Academic Health Sciences Centres

Amount/ Duration      \$708,686      2007/08 to 2009/10

Recipient      Association of Canadian Academic Health Organizations

Project Description      Engaged representatives from across Canada in developing a process and plan for the future of Canada's health science centres and developed recommendations on what the future roles and responsibilities of academic health science centres should be.

Key Results      Established a National Task Force to examine domestic and international experiences and make recommendations on new conceptual frameworks and typologies, such as structures for interdisciplinary patient care, education practices, and mechanism to align the research agendas of academic health science centres (AHSCs) with those of their affiliated health care organizations and a wide array of other health care stakeholders.

Commissioned an environmental scan and case studies of AHSCs to identify the internal and external factors that need to be addressed and the models existing in Canada which support recommendations for innovation in patient care, and service delivery, education, training and research; as well as identify and understand the perspectives of AHSCs, governments and the public on the changing needs of AHSCs.

Organized a national consultation symposium to share the findings/ recommendations of the National Task Force.

Circulated a comprehensive report that outlines current issues, trends, and recommendations for AHSCs and leaders in health education, research, and delivery. Found online at: [www.ahsc-ntf.org](http://www.ahsc-ntf.org)

Outcomes      Provided pan-Canadian planning guidance and recommendations to AHSCs and provincial/territorial stakeholders in order to support patient care, health education and research.

Fostered discussion among leaders of academic health science networks, placing particular emphasis on the importance of AHSCs in health human resource planning.

## Contact Information

Association of Canadian Academic Healthcare Organizations |  
780 Echo Drive | Ottawa, ON | K1S 5R7 |  
Telephone: 613-730-5818 | Web site: [www.acaho.org](http://www.acaho.org)



# La Planification et le développement des ressources humaines francophones dans le domaine de la santé pour les communautés francophones en situation minoritaire 2007-2013

Amount/ Duration	\$1,450,000 2006/07 to 2012/13
Recipient	Consortium national de formation en santé (CNFS)
Objectives	Promote the development and planning of health human resources to meet the current and future needs of French-speaking minority communities in Canada.
Activities	<p>Hold meetings for the CNFS/Société Santé en français commission, as well as regional, provincial and territorial consultations, including thematic meetings on data research and production.</p> <p>Promote national awareness and collaboration related to the development of data on current and emerging needs.</p> <p>Create an overview of the education system's active and future capacity.</p> <p>Host a national forum on the planning and development of francophone health human resources.</p> <p>Financially support CNFS projects that promote the recruitment and retention of human resources and their participation in government and intergovernmental activities.</p> <p>Disseminate findings/results via CNFS communications tools: annual report, newsletter, project evaluation report, and web site. The information will also be sent to interested national and provincial organizations.</p>
Anticipated Results Output	<p>Improved HR planning in francophone communities based on improved data to assess needs and increased capacity to align HR planning with current and future needs.</p> <p>Improved co-operation between the health system, the educational system and the research community.</p> <p>Better understanding by federal and provincial governments of the francophone educational system's capacity.</p> <p>An overview of how new francophone training programs will be adjusted to emerging needs and policies.</p> <p>Greater effectiveness in recruiting and using human resources.</p>

## Contact Information

Consortium national de formation en santé |  
 400 Dalhousie Street, Suite 260 | Ottawa, ON | K1N 7E4 |  
 Telephone: 613-244-7837 | Web site: [www.cnfs.net/](http://www.cnfs.net/)

# Health Human Resources Databases Development Project

Amount/ Duration	\$8,250,000 2004/05 to 2009/10
Recipient	Canadian Institute for Health Information (CIHI)
Project Description	Development of national, supply-based databases and reporting systems for five regulated health professions: pharmacists, occupational therapists, physiotherapists, medical laboratory technologists, and medical radiation technologists, in order to enhance Canada's health information system.
Key Results	<p>Improved information (quantity, scope and quality) to support HHR management for five additional professions at the federal/provincial/territorial levels.</p> <p>A national, supply-based database, and reporting systems for the five professions, which will enhance the capacity for evidence-based HHR research and planning activities.</p> <p>Production and dissemination of annual reports for each of the five health professions along with special reports, summarizing the data collected. For more information see the Spending and Health Workforce section of <a href="http://www.cihi.ca">www.cihi.ca</a></p>
Outcomes	<p>Provision of important HHR information to provinces, territories, and other pan-Canadian stakeholders, thereby improving pan-Canadian planning capacity and knowledge of HHR trends.</p> <p>Ongoing data updates of these five databases.</p>

## Contact Information

Canadian Institute for Health Information |  
 495 Richmond Road, Suite 600 | Ottawa, ON | K2A 4H6 |  
 Telephone: 613- 694-6290 | Web site: [www.cihi.ca/](http://www.cihi.ca/)

## Internationally Educated Health Professionals Initiative (IEHPI) Projects in 2009/10

# Assessment of Postgraduate Training and Certification in Family Medicine in Jurisdictions Outside Canada

Amount/ Duration	\$84,700    2009/10
Recipient	College of Family Physicians of Canada (CFPC)
Project Description	Develop memorandums of understanding concerning respective qualifications between CFPC and the American Board of Family Physicians, and CFPC and the Royal Australian College of General Practitioners.
Key Activities	<p>Key activities undertaken by the College of Family Physicians of Canada include:</p> <ul style="list-style-type: none"> <li>● Assessing the post-graduate training and certification of Family Physicians in the United States and Australia.</li> <li>● Initiating negotiations with the American Board of Family Physicians and the Royal Australian College of General Practitioners.</li> <li>● Signing agreements that would allow family physicians licensed to practise in the United States and Australia to practise in Canada without having to undergo assessment and retraining.</li> </ul>
Outcomes	<p>Memorandum of Understanding between CFPC and the Royal Australian College of General Practitioners regarding mutual recognition of respective qualifications signed on September 7, 2010.</p> <p>Memorandum of Understanding between CFPC and the American Board of Family Physicians regarding mutual recognition of respective qualifications signed in October, 2010.</p>

## Contact Information

College of Family Physicians of Canada |  
 2630 Skymark Avenue | Mississauga, ON | L4W 5A4 |  
 Telephone: 905-629-0900 | Web site: [www.cfpc.ca/](http://www.cfpc.ca/)

# Pathway to Canadian Certification of Foreign Trained Health Professionals in Nunavut

Amount/ Duration	\$476,180    2009/10 to 2010/11
Recipient	Government of Nunavut
Objectives	Expansion of the foreign trained work force in Nunavut to fill allied health and family medicine roles.
Activities	<p>Key activities undertaken by the Government of Nunavut include:</p> <ul style="list-style-type: none"><li>• Publicizing opportunities to participate in the Pathway for Canadian Certification, focusing on high demand areas of Nunavut.</li><li>• Developing selection criteria for this program and selecting participants from received expressions of interest.</li><li>• Developing multi-stage individual learning plans with each participant.</li></ul>
Anticipated Results Output	Improved integration of internationally educated health professionals (IEHPs) by developing individual learning plans to help IEHPs in Nunavut become certified to practise their profession in Canada.

## Contact Information

Department of Health and Social Services, Government of Nunavut |  
Box 1000, Station 1000 | Iqaluit, NU | X0A 0H0 |  
Telephone: 867-957-5704 | Web site: [www.gov.nu.ca/health/](http://www.gov.nu.ca/health/)

# Pan-Canadian Development for Health National Faculty Development / Mentoring Program

Amount/ Duration	\$193,500 2009/10 to 2010/11
Recipient	University of Toronto, Faculty of Pharmacy
Objectives	Develop and deliver a training program that will assist mentors/preceptors in gaining the knowledge, skills and confidence required to effectively supervise international pharmacy graduates (IPGs) during their clinical training/assessment period.
Activities	<p>Key activities undertaken to develop the Pan-Canadian National Faculty Development / Mentoring Program include:</p> <ul style="list-style-type: none"> <li>• Completing a systematic needs assessment and environmental review of available resources.</li> <li>• Developing curriculum and ancillary educational resources.</li> <li>• Delivering the mentoring program on nine occasions across Canada.</li> <li>• Developing a Web-based version of the program.</li> <li>• Researching, designing and developing a text/manual on mentor/preceptor skills to support pharmacists.</li> <li>• Evaluating the program.</li> </ul>
Anticipated Results Output	<p>Developing and delivering a training program that will assist mentors/preceptors in gaining knowledge, skills, and confidence required to effectively supervise IPGs during their clinical training period.</p> <p>A four-part online pan-Canadian training program will be developed to support mentors of IPGs. Components of this program include: cultural diversity and awareness, teaching and learning styles, communication and conflict, and ethical patient-centred care. Each component will have lecture and reference materials.</p>

## Contact Information

University of Toronto, Faculty of Pharmacy |  
 144 College Street | Toronto, ON | M5S 3M2 |  
 Telephone: 416-978-2889 | Web site: [www.pharmacy.utoronto.ca/](http://www.pharmacy.utoronto.ca/)

# Atlantic Integration Framework for Internationally Educated Health Professionals Initiatives

Amount/ Duration      \$1,937,264      2007/08 to 2010/11

**Recipient**      Nova Scotia Department of Health, on behalf of the Internationally Educated Health Professionals Atlantic Connection, a regional consortium working to attract, integrate and retain internationally educated health professionals (IEHPs) in New Brunswick, Nova Scotia, Prince Edward Island, and Newfoundland and Labrador.

**Objectives**      Create a continuum of integrated services throughout the Atlantic provinces to attract, integrate, retain and increase the capacity of IEHPs in the region.

**Activities**      Key activities undertaken by the IEHP Atlantic Connection include:

- Partnering with the Western provinces and Canada's three Territories to develop and implement midwifery assessment tools.
- Developing and implementing an information portal for IEHPs who wish to enter and settle in Atlantic Canada.
- Expanding the successful IEHP portfolio development program and making it available online.
- Developing language and communication supports for nurses.
- Developing a framework for a micro-credit system to assist IEHPs with financial barriers.
- Reviewing and redesigning IEN bridging program to meet the needs of all four provincial regulators.
- Providing individualized client meetings to increase the number of IEHPs who are able to use their health care experience, by increasing their knowledge and preparation for licensure.

**Anticipated Results Output**      Facilitate the socio-cultural and career integration of IEHPs and their families into the Atlantic Canadian health sector by enhancing the infrastructure for, and increasing the provision of: self-assessment opportunities for IEHPs, timely skills and knowledge assessment processes, and structured educational and clinical pathways to fill gaps.

## Contact Information

Nova Scotia Department of Health |  
 1690 Hollis Street | Halifax, NS | B3L 4H9 |  
 Telephone: 902-424-2900 | Web site: [www.iehpatlanticconnection.com/](http://www.iehpatlanticconnection.com/)

# Effective Integration of Internationally Educated Health Professionals into the Yukon Health Care System

Amount/ Duration	\$722,180 2007/08 to 2010/11
Recipient	Yukon Ministry of Health and Social Services
Objectives	<p>Develop effective approaches to integrating new professionals into the Yukon's health care system by:</p> <ul style="list-style-type: none"> <li>• Disseminating knowledge of the work environment in the Yukon to internationally educated health care professionals (IEHPs) to help them make informed decisions about choosing to live and work in the Yukon.</li> <li>• Facilitating the process of assessment to prepare IEHPs for professional licensure and subsequent employment in the Yukon health care system.</li> </ul>
Activities	<p>Key activities directed at facilitating the training, licensure and integration of IEHPs into the Yukon health sector include:</p> <ul style="list-style-type: none"> <li>• Developing and disseminating over 500 copies of DVDs and other promotional materials for recruiting a range of IEHPs to the Yukon.</li> <li>• Researching and establishing the best approach for the Ministry to assess the credentials of IEHPs for employment in the province.</li> <li>• Delivering a range of integration activities, such as bridging programs and refresher courses, to ensure that IEHPs are well prepared to practise in the Yukon health care system.</li> </ul>
Anticipated Results Output	Increase the Yukon's capacity to attract, train and retain IEHPs.

## Contact Information

Yukon Ministry of Health and Social Services |  
 Box 2703 | Whitehorse, YT | Y1A 2N1 |  
 Telephone: 867-667-3673 | Web site: [www.hss.gov.yk.ca/](http://www.hss.gov.yk.ca/)



# Formation des professionnels francophones de la santé formés à l'étranger

Amount/ Duration	\$1,240,000 2006/07 to 2010/11
Recipient	Consortium national de formation en santé (CNFS)
Objectives	Increase the presence and contribution of francophone health professionals and promote research in health-related areas by providing support to meet the needs of minority French-speaking communities outside Quebec.
Activities	<p>CNFS is focused on three initiatives to facilitate the training, licensure and integration of francophone internationally educated health professionals (IEHPs). These initiatives include:</p> <ul style="list-style-type: none"> <li>• Updating and offering, in collaboration with the Collège universitaire de Saint-Boniface and La Cité collégiale, an inter-cultural training program that enables faculty, teachers and staff who work with IEHPs in minority francophone communities to prepare themselves for work in these communities.</li> <li>• Implementing a training program through La Cité collégiale and in partnership with the University of Ottawa, to promote the success of francophone internationally educated nurses (IENs) on the nursing licensing examinations.</li> <li>• Undertaking a series of consultation sessions to inform the development and implementation of an action plan to promote the availability of French training, assessment and integration programs.</li> </ul>
Anticipated Results Output	An increased number of health professionals available to deliver health services in minority francophone communities outside Quebec.

## Contact Information

Consortium national de formation en santé |  
 400 Dalhousie Street, Suite 260 | Ottawa, ON | K1N 7E4 |  
 Telephone: 613-244-7837 | Web site: [www.cnfs.net/](http://www.cnfs.net/)

# Access Centre for Internationally Educated Health Professionals and Centre for the Evaluation of Health Professionals Educated Abroad

Amount/ Duration	\$20,788,908 2006/07 to 2010/11
Recipient	Ontario Ministry of Health and Long-Term Care
Objectives	Create an Internationally Educated Health Professionals (IEHP) Centre (Access Centre) in order to provide a single point of access to comprehensive information, resources, and counselling. Expand assessment and integration services at the Centre for the Evaluation of Health Professionals Educated Abroad (CEHPEA) for international medical graduates (IMGs) and other IEHPs.
Activities	<p>The following activities are being undertaken by the two centres:</p> <ul style="list-style-type: none"> <li>• Development of information, counselling, referral and tracking services and a Web site to support the IEHP Centre.</li> <li>• Expansion of CEHPEA evaluation and integration services to other health professions, such as nursing, and to provide additional support to IMGs.</li> <li>• Expansion of CEHPEA assessment services to physician assistants.</li> </ul>
Anticipated Results Output	<p>The HealthForceOntario Access Centre opened in 2007, and now supports IEHPs in over 20 health professions.</p> <p>The Access Centre provides IEHPs with access to one-on-one counselling, resources, referrals, study groups and workshops.</p> <p>The Centre also has a comprehensive program to support IMGs, including one-on-one counselling to prepare application packages and mock interviews. Additionally, the Centre runs study groups in the Greater Toronto Area to prepare IMGs for their examinations.</p> <p>The Access Centre's Web page at <a href="http://www.healthforceontario.ca">www.healthforceontario.ca</a> has been expanded significantly to include online resources such as path-to-registration information, imbedded marketing and educational videos, and online registration.</p>

## Contact Information

Ontario Ministry of Health and Long-Term Care |  
 12-56 Wellesley Street West | Toronto, ON | M5S 2S3 |  
 Telephone: 416-314-5518 | Web site: [www.health.gov.on.ca/](http://www.health.gov.on.ca/)

# Internationally Educated Health Professionals – Collaborative Development of Support Services and Products for Internationally Educated Health Professionals in the Western Provinces and Territories

Amount/ Duration      \$5,687,882      2005/06 to 2010/11

**Recipient**      British Columbia Ministry of Health, on behalf of the Western and Northern Health Human Resources Planning Forum, a regional forum working to advance the integration of internationally educated health professionals (IEHPs) in the Western and Northern jurisdictions of British Columbia, Alberta, Saskatchewan, Manitoba, Yukon, Northwest Territories and Nunavut.

**Objectives**      Facilitate the development of a comprehensive range of essential tools, products and services for IEHPs, with a specific focus on internationally educated midwives and nurses. The tools are designed to improve an IEHP's chances for attaining licensure and ultimately employment in health services.

**Activities**      Key activities to facilitate the training, licensure and integration of IEHPs include:

- Piloting a multi-jurisdictional midwifery bridging program accessible to geographically dispersed internationally-educated midwives (IEMs). The bridging program provides individual assessment and support to IEMs to enable participants to meet provincial/territorial registration requirements and to successfully complete registration examinations.
- Supporting the development of competency assessment services for internationally educated nurses (IENs) to accelerate their integration into the workforce. Specific focus will be given to the transfer of knowledge pertaining to best practices and the building of capacity in each of the jurisdictions.
- Providing individual assessments for a minimum of 50 IENs across the jurisdictions represented by the Forum.
- Facilitating the linking of assessment services with educational bridging programs, tailored to jurisdictional needs, to optimize successful integration of IENs into the Canadian health workforce.
- Developing a collaborative, strategic plan for the Forum with identified suitable projects and annual activity plans.
- Implementing and piloting a standardized process for the assessment and bridging of IENs.

**Anticipated Results Output**      To improve the integration of IEHPs in the health sectors in Western and Northern Canadian jurisdictions.

A forum to address effective collaboration on issues pertaining to IEHPs among the ministries of health and advanced education across the Western provinces, the Territories, and the rest of Canada.

**Contact Information**  
 Government of British Columbia |  
 5th Floor, 1515 Blanshard Street | Victoria, BC | V8W 3C8 |  
 Telephone: 250-952-1286 | Web site: [www.gov.bc.ca/health](http://www.gov.bc.ca/health)

# Internationally Educated Health Professionals Initiative – British Columbia Projects

Amount/ Duration	\$6,912,510    2005/06 to 2010/11
Recipient	Government of British Columbia, Ministry of Health
Objectives	Identify and assist internationally educated health professionals (IEHPs) to access assessment, education, registration and employment bridging supports to achieve employment commensurate with their pre-landing skills and qualifications while improving coordination and planning activities to support a sustainable, strategic approach to integrating IEHPs into the B.C. workforce.
Activities	<p>Key activities to facilitate the training, licensure and integration of IEHPs include:</p> <ul style="list-style-type: none"> <li>• Identifying, assessing and employing methods to bridge IEHPs under the B.C. Skills Connect program's services for the health workforce.</li> <li>• Strengthening the capacity of health sector employers, post-secondary institutions, regulatory bodies and professional associations to provide services to IEHPs.</li> <li>• Providing, in collaboration with partners, preparation, access to assessment, pathfinding, education, registration, employment bridging and employment support opportunities, such as mentorship to prepare IEHPs for employment in the B.C. health care system.</li> </ul>
Anticipated Results Output	<p>Contribute to an increase in the number of IEHPs working in the health sector in professions that make maximum use of their skills by:</p> <ul style="list-style-type: none"> <li>• Providing greater access to related education and training and minimizing the time required to complete the assessment and licensing process required for IEHPs to enter the province's health workforce.</li> <li>• Strengthening networks and online communities of practice for new IEHPs working in the B.C. health care system to support improved awareness and expectations of the Canadian health care system.</li> </ul>

## Contact Information

Government of British Columbia |  
 5th Floor, 1515 Blanshard Street | Victoria, BC | V8W 3C8 |  
 Telephone: 250-952-1286 | Web site: [www.gov.bc.ca/health](http://www.gov.bc.ca/health)

# Internationally Educated Health Professionals Initiative – Manitoba Projects

Amount/ Duration	\$2,702,705 2006/07 to 2010/11
Recipient	Manitoba Health
Objectives	<p>Increase in the number of internationally educated health professionals (IEHPs) entering practice in Manitoba by:</p> <ul style="list-style-type: none"> <li>● Providing IEHPs with access to comprehensive information and orientation about the Canadian medical system, profession-specific assessment processes, registration requirements and employment opportunities.</li> <li>● Increasing capacity to assess the credentials and experience of IEHPs.</li> </ul>
Activities	<p>Key activities undertaken to facilitate the training, licensure and integration of IEHPs include:</p> <ul style="list-style-type: none"> <li>● Developing resources to support international medical graduates (IMGs) taking the Medical Council of Canada Qualification Exam, Part 1.</li> <li>● Developing and distributing a Manitoba-specific resource guide for IMGs, internationally educated nurses (IENs), including RNs, LPNs, and RPNs, with information on the licensing system (provincial and national bodies), considerations for preparing for licensure, programs available, stakeholder roles (educators, employers, regulators), alternate careers and support services.</li> <li>● Hiring and training nurse educators to complete the competency assessments for IENs.</li> <li>● Facilitating the competency assessment and bridging program to meet the gap training needs of IENs seeking licensure as RNs.</li> <li>● Performing an analysis of IEN language training, competency assessment, and bridging outcomes to establish a best practice.</li> <li>● Implementing a bridging program to upgrade un- or under-employed internationally educated medical laboratory technicians to a level where they may be certified to practise as medical laboratory technologists.</li> <li>● Exploring the viability of a portable, Pan-Canadian IEN Integration Centre to assess competencies and provide pre-arrival supports to better prepare applicants in their transition to Manitoba and the nursing profession.</li> <li>● Training instructors and preceptors, and providing assessments to internationally educated midwives in preparation for the National Midwifery Exam.</li> </ul>
Anticipated Results Output	Contribute to an increased number of IEHPs entering practice in health professions in Manitoba by increasing the capacity of stakeholders to assess the credentials and experience of IEHPs and providing greater opportunities for clinical training.

## Contact Information

Manitoba Health |  
 1043-300 Carlton Street | Winnipeg, MB | R3B 3M9 |  
 Telephone: 780-427-7164 | Web site: [www.gov.mb.ca/health/](http://www.gov.mb.ca/health/)

# Internationally Educated Health Professionals Initiative – Nova Scotia Projects

Amount/ Duration                      \$5,473,807      2005/06 to 2010/11

Recipient                                  Government of Nova Scotia, Department of Health

Objectives                                Provide information and supports to internationally educated health professionals (IEHPs) in order to recruit and retain IEHPs in the health workforces of Nova Scotia and Prince Edward Island.

Activities                                  Key activities to facilitate training, licensure and integration of IEHPs include:

- Maintaining a Web-portal to welcome and provide information to internationally educated registered nurses (RNs).
- Implementing a process to assess internationally educated RNs who do not meet the criteria for writing the Canadian Registered Nurse Exam.
- Developing a program that allows internationally educated nurses (IENs) to acquire the skills and knowledge necessary to practise as an RN in Canada.
- Offering a bridging program, screening applicants, identifying learning gaps, and providing academic support to IEHPs to allow them to acquire the skills and knowledge necessary to practise as a licensed practical nurse in Canada.
- Delivering a ten-week orientation program to help IEHPs navigate the process towards community integration and employment in NS and PEI.
- Providing program and training supports for career preparation for IEHPs, including specialized employment counselling and exam preparation supports.
- Developing language and communication supports for IEHPs, including four online modules.
- Offering training and supervised clinical practice for international medical graduates preparing for family practice in rural Nova Scotia.

Anticipated Results  
Output                                      Promote the integration of IEHPs into the Nova Scotia health workforce by improving access to information and orientation, training and supports to prepare and promote IEHPs in obtaining licensure and integration into the workplace.

## Contact Information

Government of Nova Scotia |  
1690 Hollis Street | P.O. Box 488 | Halifax, NS | B3L 4H9 |  
Telephone: 902-424-2900 | Web site: [www.gov.ns.ca/health/](http://www.gov.ns.ca/health/)

# Internationally Educated Health Professionals Initiative – Saskatchewan Projects

Amount/ Duration                      \$2,748,128      2005/06 to 2010/11

Recipient                                  Saskatchewan Health

Objectives                                  Advance the integration of internationally educated health professionals into employment in Saskatchewan's health services by facilitating the development of a comprehensive range of essential tools, products and services designed to build partnerships, improve credential assessment and increase the availability of information for these professionals.

Activities                                      Key activities to facilitate the training, licensure and integration of IEHPs in Saskatchewan include:

- Expanding the capacity to assess international medical graduate readiness to practise and readiness for residency training, including the development of a mentorship program.
- Undertaking a strategic planning exercise.
- Developing an online portal and resources that will facilitate the labour market integration of IEHPs.
- Developing and implementing faculty development and career path programs in partnership with organizations such as the Saskatoon Health Region, University of Regina, Saskatchewan Institute of Applied Sciences and Technologies, and Saskatchewan Association of Health Organizations.
- Supporting capacity development among stakeholders.
- Increasing the availability of information on language training and assessment and encouraging partnerships between language training providers, employers and other stakeholders.

Anticipated Results Output                                  Facilitate the preparedness and integration of IEHPs by improving information and exchange of information between stakeholders through better communication tools, including an online portal to help IEHPs access information about their profession at <http://www.saskimmigrationcanada.ca/iehp-information>

## Contact Information

Saskatchewan Health |  
T.C. Douglas Building | 3475 Albert Street | Regina, SK | S4S 6X6 |  
Telephone: 306-787-3070 | Web site: [www.health.gov.sk.ca/](http://www.health.gov.sk.ca/)



# Internationally Educated Health Professionals Initiative – Newfoundland and Labrador Projects

Amount/ Duration      \$3,206,368      2005/06 to 2010/11

Recipient      Government of Newfoundland and Labrador

Objectives      Address the gaps in services that international medical graduates (IMGs) presently experience in the recruitment, assessment, orientation and retention process when relocating to Newfoundland and Labrador (NL) and other provinces in Atlantic Canada.

Activities      Key activities undertaken to facilitate the training, licensure and integration of internationally educated health professionals (IEHPs) include:

- Expanding the community retention program to provide timely information to IMGs, IENs and other IEHPs who initiate contact with NL, promoting NL culture, and assisting them and their families while they adapt to living and working in NL.
- Delivering an IMG preceptor training program.
- Implementing and evaluating accredited teacher-training courses and modules and promoting faculty development for preceptors who teach and supervise IMGs.
- Developing a physician orientation and mentorship program based on best practices with tools such as an orientation handbook, resources, and online training modules for mentors.
- Developing and piloting a project between NL and Nova Scotia to introduce the blended physician learning approach of the College of Physicians and Surgeons of Newfoundland and Labrador to the College of Physicians and Surgeons of Nova Scotia.
- Maintaining the [www.practicenl.ca](http://www.practicenl.ca) Web-portal.
- Developing and piloting a volunteer observership program for IMGs who require observed upgrading prior to taking their licensure exam.
- Developing a series of online modules for the integration and retention of IENs into the NL health care system. Modules for IENs and regional health authorities will include Communications in Nursing, Nursing Process, Canadian Health Care System, Appreciating Diversity in the Workplace, Appreciating Diversity in the Workplace, and Cultural Awareness and Responsiveness for Mentors of IENs.

Anticipated Results Output      Increase the number of IMGs, IENs and other IEHPs who choose NL for practice and improve retention of these professionals in NL by developing assessment tools to increase access to appropriate clinical training and assessment, creating hospitality programs and promoting faculty development for educators.

## Contact Information

Department of Community and Health Services | Government of Newfoundland and Labrador |  
 57 Margaret's Place | P.O. Box 8700 | St. John's, NL | A1B 4J6 |  
 Telephone: 709-729-3208 | Web site: [www.health.gov.nl.ca/health/](http://www.health.gov.nl.ca/health/)



# Pour une meilleure intégration des diplômés internationaux en médecine (DIM) au Québec et élargissement du bassin de recrutement pour le personnel infirmier et les autres professions

Amount/ Duration	6 481 467 \$ de 2008-2009 à 2010-2011
Recipient	Ministère de la Santé et des Services sociaux du Québec
Objectives	<p>Improve services, including orientation programs and access to assessments, for international medical graduates (IMGs) arriving in Quebec.</p> <p>Expand the pool of recruited internationally educated nurses (IENs) and other professions experiencing a shortage.</p>
Activities	<p>Key activities to facilitate the training, licensure and integration of IMGs, IENs and other health professionals into the Quebec health workforce include:</p> <ul style="list-style-type: none"><li>● Expanding service delivery to include personalized career services and support for the cost of assessment by the Collège des Médecins du Québec.</li><li>● Creating an evaluation and remedial course to assist IMGs in obtaining a residency position.</li><li>● Expanding and increasing delivery of an orientation program for IMGs in residency positions.</li><li>● Creating one-stop service for the recruitment of nurses and other health professionals by providing credential recognition and interview services on site.</li></ul>
Anticipated Results Output	Improved services delivered by Recruitment Santé Québec, including services such as personalized career services, support for the cost of IMG assessments, exam preparation courses and expanded IMG orientation sessions through the College des Médecins du Québec.

## Contact Information

Government of Québec | Ministère de la Santé et des Services sociaux |  
1005, chemin Sainte-Foy, 7th floor | Québec, QC | G1S 4N4 |  
Telephone: 418-266-8740 | Web site: [www.msss.gouv.qc.ca/en](http://www.msss.gouv.qc.ca/en)

# Establishing a National Assessment Collaboration

Amount/ Duration	\$330,000 2007/08 to 2009/10
Recipient	Medical Council of Canada (MCC)
Project Description	Enhance the integration of international medical graduates (IMGs) through the development of a nationally consistent entry-to-residency training tool.
Key Results	<p>With oversight from MCC, set-up a multi-stakeholder partnership called the National Assessment Collaboration (NAC) that would create a nationally sustainable program to carry out the development and implementation of a streamlined and harmonized entry-to-residency training assessment tool to be delivered through the provincial IMG assessment programs.</p> <p>Key achievements in harmonizing the IMG assessment process:</p> <ul style="list-style-type: none"><li>● Gained consensus among NAC members on the structural components of the national IMG assessment tool for entry into post-graduate training.</li><li>● Established the framework for the administration of a national assessment process that is centrally managed and regionally delivered through the existing IMG assessment programs, including procedural materials for IMG program directors and assessors, decision standards, and appeal processes.</li><li>● Developed test cases for the IMG entry-to-residency assessment tool to determine if IMGs with varying educational backgrounds meet the same level of clinical skills competency as Canadian graduates entering residency training.</li><li>● Piloted test cases in Alberta and British Columbia.</li></ul>
Outcomes	<p>Created the NAC to oversee the development of a national program to standardize the development, measurement and administration of an integrated IMG entry-to-residency training assessment tool.</p> <p>Conducted two successful pilot tests of the assessment tool that will enhance future efforts in refining the content, process and administration of the entry-to-residency assessment tool.</p>
Contact Information	<p>Medical Council of Canada   2283 St. Laurent Boulevard   P.O. Box 8234 - Station T   Ottawa, ON   K1G 3H7   Telephone: 613-521-6012   Web site: <a href="http://www.mcc.ca/">www.mcc.ca/</a></p>

# Implementation Strategies for the National Faculty Development Program for Teachers of International Medical Graduates

Amount/ Duration	\$343,500 2006/07 to 2009/10
Recipient	Association of Faculties of Medicine of Canada (AFMC)
Project Description	Help prepare teachers to work effectively and collaboratively with IMGs, while enhancing the learning and practice experience of IMG participants.
Key Results	<p>Key activities to facilitate training, licensure and integration of IMGs included:</p> <ul style="list-style-type: none"> <li>• Developing a guide for site-specific faculty development programs for teachers working with IMGs.</li> <li>• Developing six modules on topics important for teachers of IMGs: Education for Cultural Awareness, Orienting Teachers and IMGs, Assessing Learner Needs and Designing Individually Tailored Programs, Delivering Effective Feedback, Promoting Patient-Centred Care and Effective Communication with Patients, and Clinical Skills Assessment.</li> <li>• Developing resources to aid IMG teachers and promoting the curriculum in the health education system (sixteen faculties of medicine organized and provided the training).</li> <li>• Showcasing the program and materials to medical educators and other stakeholders in half or full-day sessions (over 1000 IMG educators received training).</li> </ul>
Outcomes	<p>Provided educational materials for those who facilitate faculty development activities, direct educational programs, or teach IMG learners in a variety of settings and situations.</p> <p>Sixteen Faculties of Medicine and one IMG assessment centre have taken advantage of these materials, each adapting the resources to their unique circumstances.</p>
Contact Information	<p>Association of Faculties of Medicine of Canada    265 Carling Avenue, Suite 800   Ottawa, ON   K1S 2E1    Telephone: 613-730-0687   Web site: <a href="http://www.afmc.ca">www.afmc.ca</a></p>

# Understanding the Canadian Health Care System, Culture, and Context: An Orientation Program for Internationally Educated Health Professionals

Amount/ Duration      \$1,283,465      2006/07 to 2009/10

Recipient      University of Toronto, Faculty of Pharmacy

Project Description      Develop a pan-Canadian orientation program for internationally educated health professionals (IEHPs) to provide learners with a deepened understanding of the Canadian health care system, what Canadian patients expect from their health care providers, and how to communicate with patients and caregivers.

The project was led by the University of Toronto in partnership with Health Canada, representatives from nursing, physiotherapy, medical radiation technology, medical laboratory technology, pharmacy and medicine, and the provinces of Ontario, Saskatchewan, Nova Scotia, and Newfoundland and Labrador.

Key Results      Collated and analyzed existing orientation programs for IEHPs to identify gaps and develop a comprehensive learning needs profile for IEHPs.

Examined methods (e.g., print, face-to-face, internet) to establish the most effective and efficient learning platform for teaching and learning.

Designed and developed the orientation program in a face-to-face classroom format and piloted delivery of the program in a range of settings across Canada.

Outcomes      Analyzed existing IEHP orientation programs and delivery mechanisms and developed 10 courses on Orientation to the Canadian Health Care System, Culture and Context.

The courses were provided to over 400 IEHPs and were made available through distance education. The course material is considered a best practice given that it was developed with representatives from each profession, as well as provincial and territorial governments.

Presently, these materials are available to educational institutions and settlement organizations across Canada by contacting the Faculty of Pharmacy at the University of Toronto.

## Contact Information

University of Toronto |  
144 College Street | Toronto, ON | M5S 3M2 |  
Telephone: 416-978-2889 | Web site: [www.pharmacy.utoronto.ca/](http://www.pharmacy.utoronto.ca/)