



IEP Initiatives at St. Michael's

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St. Michael's

Inspired Care. Inspiring Science.

Agenda

- About St. Michael's Hospital
- Why hiring Internationally Educated Professionals (IEPs) is important to St. Michael's
- Current efforts to source, recruit, and support IEPs



About St. Michael's

- Founded in 1892 by the Sisters of St. Joseph to care for sick and poor in Toronto
- Centre for innovation in patient care, teaching, and research
- Affiliated with University of Toronto
- Specialty areas include: heart disease, critical care, neurosurgery, arthritis and osteoporosis, keyhole surgery, diabetes, cancer care, and care of homeless and vulnerable populations
- Designated adult trauma centre for downtown Toronto
- Employ over 5000 people



About St. Michael's



Internationally Educated Professionals (IEPs)

For our purposes today:

- Obtained their professional education outside of Canada
- No substantial Canadian work experience
- Challenges and barriers regarding integration and understanding Canadian workplace culture



Why hire IEPs?

External drivers

- IEPs provide an international perspective and bring innovation, diversity and culture to the Canadian workforce
- Demographic changes – by 2012, 100% of workforce growth will come from immigration (Conference Board of Canada)
- Canadians are living longer, healthier lives
- The number of Canadians living with chronic diseases is increasing
- Retirement of baby boomers will affect many health professions
- **IEPs play an important and growing role in meeting demands for health care services in Canada**



Why hire IEPs?

Internal drivers

- Understand and reflect demographic mix of community
- Maintain and build upon innovation and creativity
- Alignment with SMH Strategic Plan, Mission, and Values as stated in SMH 2009-2012 Strategic Plan – Direction #15:

“St. Michael’s Hospital will continue its current strategies and directions aimed at ensuring the supply and retention of skilled and committed healthcare professionals.... We will invest in programs aimed at nurturing international/foreign trained professionals and providers as key to ensuring the future supply of our healthcare workforce”.



St. Michael's commitment to IEP Initiatives

- Specialist, IEPs
- IEP Integration and Transition Program
 - *funded by the Government of Ontario and Citizenship and Immigration Canada (CIC)*
- Career Bridge Program
- Making Connections: Newcomer Mentoring Program



Specialist, IEPs

- Plan and implement innovative approaches to source, recruit, and support IEPs
- Provide support to managers, mentors, and IEPs:
 - Interviewing and hiring
 - Cultural differences
 - Workplace integration



IEP Integration & Transition Program

- Enhance St. Michael's capacity for effective integration & transition of IEPs during first 3 years of employment
 - *2 year pilot project funded by the Government of Ontario and CIC*
- Customized orientation and transition program
- Enhance IEP mentorship capacity
- Communication best practice toolkit
- Balanced scorecard
- Workforce planning toolkit
- International club



Career Bridge Program

- Successful IEP recruiting method for SMH since 2004
- Career Bridge is a paid internship program for experienced IEPs – non-regulated professions
- Interns are highly qualified:
 - English language and business communication skills
 - Bachelor's degree
 - 3 years International work experience
 - Minimal Canadian work experience
 - Less than 3 years in Canada
- Internships are 4-12 months in duration and approximately \$36,000 for a full year - payroll administered by Career Bridge



Career Bridge Program

Since 2004:

- 39 Internships – more than 50% retained
- Hired into mid-level professional positions
 - E.g.; Web Developer, Project Manager, Telecommunications Technician, Team Leader, Information Management Specialist

Customized Resources:

- Support for external IEPs seeking internship opportunities at St. Michael's
- Customized orientation program for Coaches/Mentors and Interns
- Intern/Alumni Networking group
- Structured internship & performance management



St. Michael's Making Connections

- Making Connections mentoring model developed by SMH and published in 2003
- Collaborating with TRIEC's "The Mentoring Partnership" to offer:
 - Sustainable mentoring model
 - Customized orientation for Mentors and Mentees
 - Additional learning opportunities for participants

www.thementoringpartnership.com



St. Michael's Making Connections

Mutually beneficial for Mentor and Mentee (IEP)

- Opens doors for IEPs by:
 - Building the professional network
 - Obtaining an understanding of Canadian workplace culture and expectations
- Benefits Mentor by:
 - Enhancing leadership skills
 - Understanding their culturally diverse employees
 - Change perception of IEPs value in the workplace



Conclusion



Contact Information

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