

Transition and Integration of Internationally Educated Nurses Into Acute Care Practice in Northwestern Ontario

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Table 1.	Interventions established to support IENs
Intervention	Details
Early identification of IENs	Hiring managers reviewed nursing applications and determined if the applicant was an IEN (nursing education completed outside of Canada). When an IEN was identified, the manager reached out to the IEN coordinator to participate in the interview and conduct a nursing practice assessment.
IEN interview	The IEN interview followed the same structured format we use to interview all nursing applicants with additional questions asked by the IEN coordinator about their country of origin, their previous nursing practice and any exposure nursing in Canada.
Nursing practice assessment	Structured discussion lead by the IEN coordinator to assess IEN knowledge, skills and variations from Canadian nursing practice. This provided insight into the IEN's perception of the nursing role, their scope of practice and associated competencies in Ontario with focus on autonomy and critical thinking.
Mandatory corporate eLearning modules	Fourteen courses, including emergency preparedness, healthy backs, infection control, Ministry of Labour certificate – worker, patient safety, privacy, Wake the Giant, workplace hazardous information system, workplace violence and workplace harassment. A successful passing grade for all eLearning courses is 80%.
General orientation	One day completed by all hospital employees, not role/profession specific. Presentations include welcome, mental health wellness, interprofessional collaboration, occupational health and safety, communications and engagement, equity, diversity and inclusion, TBRHSC foundation, privacy and information technology, patient experience (i.e., patient- and family-centred), volunteer services, quality and risk management (e.g., patient safety, just culture and incident learning system), staff experience, message from our president and chief executive officer, union representatives and cultural safety training (i.e., repairing the Sacred Circle).
EMR training	One full day of orientation to our EMR, including order entry and the patient care system.

Intervention	Details
IEN onboarding (Figure 1, occurs two weeks prior to nursing orientation)	Additional eight focused days of learning and skill development, including: <i>Administration day</i> Introduces IENs to Thunder Bay, Northwestern Ontario, and the TBRHSC, including a hospital tour, local healthcare overview and professional expectations. <i>Workplace diversity, equity and inclusion day</i> Covers equity, inclusion and cultural safety in the Canadian healthcare environment. <i>Hard and soft skill days (one day for each)</i> Refine technical skills (vital signs, assessments, medication administration and documentation) and interpersonal skills (communication, adaptability, critical thinking and time management). <i>Ward clerk day</i> Shadow a ward clerk to learn unit workflows, documentation and EMR processes. <i>Patient flow coordinator day</i> Shadow a patient flow coordinator to understand bed management, patient movement and interdisciplinary communication. <i>Shadow shifts</i> Two unit-based shifts to explore the clinical environment, locate equipment and acclimate to unit routines, supported by preceptors. <i>Partnership with CARE Centre for Internationally Educated Nurses</i> Provides IENs with specialized resources, mentorship and networking. The TBRHSC covers the one-time membership fee for all eligible IENs upon hire, ensuring equitable access to professional development.
Nursing orientation (completed by all successful nursing hires, despite regardless of status)	Mixture of theory and simulation covering the following topics: <i>Day 1</i> Survival tips, documentation, aseptic technique, chart checks, code stroke and safe lifts and transfers <i>Day 2</i> Wound care, medical emergency team, intravenous pump, tracheostomy and oxygen care, critical thinking lab, code blue and palliative care <i>Day 3</i> Restraints, substance use health, chest tubes and central line care
Unit orientation	Includes a unit-specific theory day, followed by a comprehensive unit orientation consisting of up to 20 12-hour or 25 eight-hour shifts (or a mix of both).

EMR = electronic medical record; IENs = internationally educated nurses; TBRHSC = Thunder Bay Regional Health Sciences Centre.