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Ethical Recruitment Codes of Conduct to Foster Integration of IEN into Canadian Health Care Delivery

Mukul Bakhshi, Alliance Director
PIE-IEN Conference, Montreal, Quebec
April 26, 2018





Diversity and Inclusivity in the Canadian Nursing Profession

Ethical Recruitment Practices

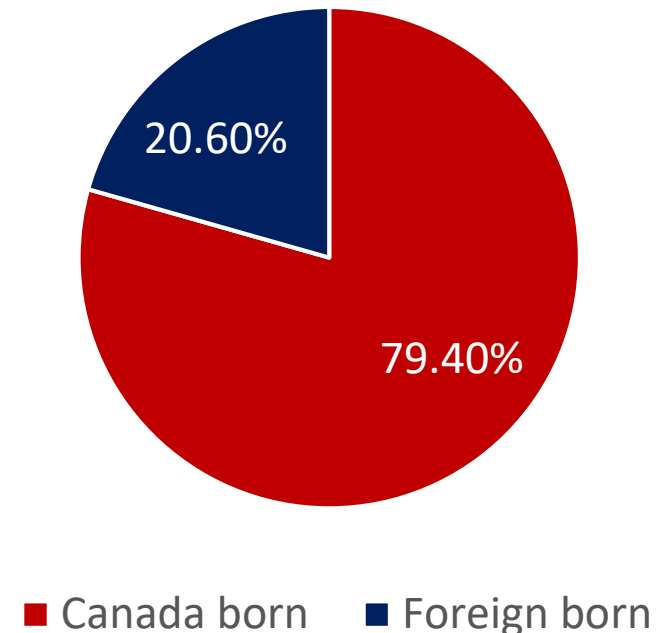
- Canadian and Global Context
- Components of Ethical Recruitment Practices
- The Alliance's *Health Care Code for Ethical Recruitment & Employment Practices*
- Positioning IEN for Success



Canada's immigration rates are the highest in the G8

- In 2011, Canada had 6.8M foreign-born residents
- Between 2006 and 2011, 1.2M people immigrated—17.2% of foreign born population and 3.5% of total population
- Asia largest source of immigrants

Percentage of Canada population





Immigrants and minorities are concentrated in Canadian cities

- Over 70% of minorities and immigrants are in Toronto, Vancouver, and Montreal
- Vast majority of both are in Ontario, British Columbia, Quebec



Diversity fosters innovation and better performance



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- Diversity adds value to workplaces
- More diversity is associated with higher levels of innovation, market share, and success
- Diversity brings new experiences, skills, and fosters a more cohesive, productive environment
- It also makes other workers more effective and groups smarter as a whole



Nurses need to work effectively with a wide range of patients

- Diversity in nursing is essential to **cultural competence** – the ability, knowledge, skills, and attitudes/behaviors required to best serve a very diverse set of patients
- Canadian population growth focused among immigrant populations and understanding cultural or religious or contexts improves patient outcomes
- Some patients interact and respond better to nurses who share racial or cultural traits.



Diverse nurse recruitment addresses issues in the profession

- Nurse shortage – recruitment important for meeting drastic growth in healthcare demand
 - Population aging
 - Demand for nurses increasing globally
- Minority nurses are significantly more likely to practice in underserved communities
- Health disparities among minorities may be addressed with policy or research at mitigating these disparities, led by diverse researchers



The Need Still Exists

- Canada's nursing shortage is expected to reach 60,000 by 2022
- Issues around recruitment and employment will continue to rise

There is an opportunity for IEN, regulatory bodies, labor and recruiters to come together to address these issues— conferences like PIE-IEN are an important step



Diversity and Inclusivity in the Canadian Nursing Profession

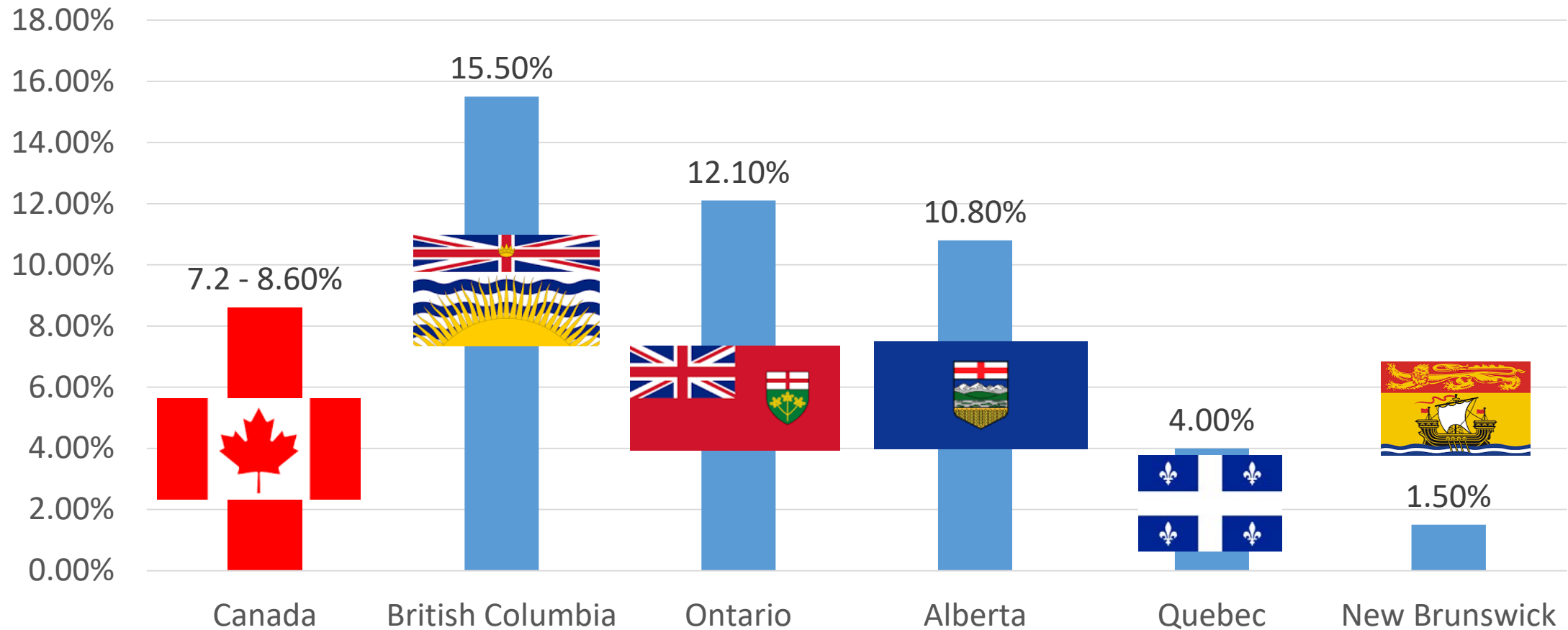
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IENs represent 8.6% of Canadian nurses, with wide provincial variation



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Compared to other countries, there are more protections for nurses



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- 350,000 nurses in Canada (268,000 RNs)
- 79% are unionized, 81% under collective bargaining agreements
- Most IENs enter Canada as permanent residents, though many do not meet conditions for registration

There is also more emphasis on integration



Interviewing internationally educated nurses

- A Conference Board of Canada report stresses the importance of training recruiters in cross-cultural interviewing skills and expanding recruitment methods to include culturally sensitive screening practices
- Recruiters—especially those dealing with ESL applicants— are:
 - Culturally competent
 - Knowledgeable about diversity management
 - Equipped with the skills relevant to interviewing in cross-cultural situations

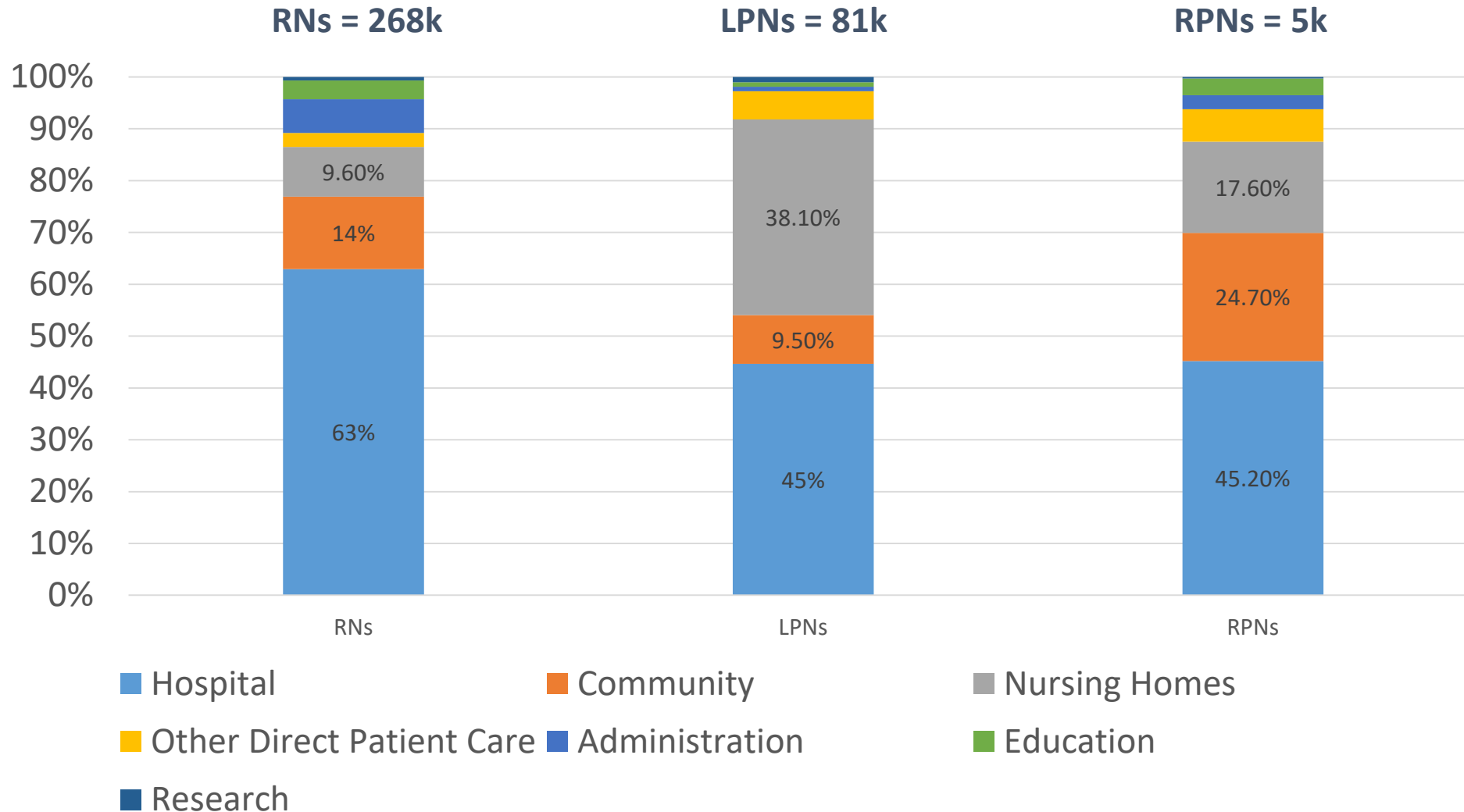
All nurses must have key skills

- Be able to communicate effectively with patients and colleagues in a multicultural environment
- Have the clinical skills and experience required for the Canadian workplace
- If these skills are lacking, the manager must assess whether resources are available to help the candidate acquire them.

Salary and experience

- HR departments need to be aware of issues related to hiring IENs (for example: how to situate them on pay scales and how to assess their experience).

The vast majority of nurses work in hospital settings in Canada





Issues IEN Face in Canada

- Lower wages: 9% less per hour than their Canada-educated counterparts
- Misalignment of expectations regarding working conditions



Issues IEN Face in Canada

Inherent problems in employment can be exacerbated in recruitment context

Fraud and exploitation due to:

- Power imbalance
- Information asymmetry

**These “market failures”
may be exacerbated in the
international vs. domestic
recruitment context**



Issues IEN Face in Canada

Minimal assistance with integration (something that PIE-IEN is trying to address)



The perils of nursing add further stress when orientation is inadequate



The Solution: Ethical Recruitment

Ensuring that recruiters and employers use ethical practices when recruiting IEN provides for a smoother transition, fair pay and working conditions, and a more positive working experience.

All of the above translate into a higher level of patient care and satisfaction.



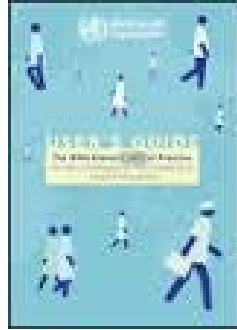
Principles of Fair Recruitment

- Legality
- Transparency
- Fairness
- Alignment of expectations
- Positioned to succeed

Different approaches help inculcate ethical principles in international nurse recruitment



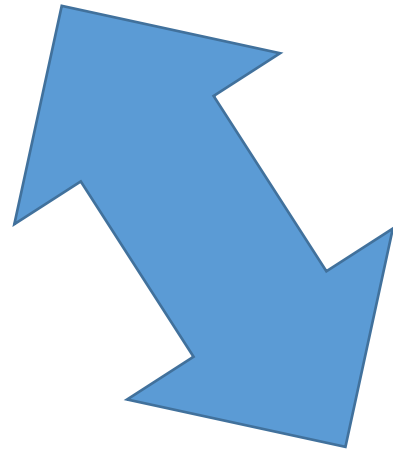
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IOM • OIM



IRIS
International Recruitment
Integrity System



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The WHO Code and cross-sector efforts have been undertaken to support fair recruitment



- The WHO's Code of Global Practice provides a framework for health professional recruitment
- Canada is a member state with reporting authority
- IRIS and ILO measures are cross-sectoral
- Registration is key component
- Prohibition on worker fees is another standard

Regulatory approaches, including joint liability, enable protection of IENs



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- *Worker Recruitment and Protection Act (2009)*
 - Only Canadian lawyers or licensed immigration consultants can recruit
 - Employer, recruiter licenses registration



- California's SB477 (effective 2016)
 - Registration
 - No fees to work



Voluntary approaches have a role in the absence of regulation

In the absence of a cohesive and transnational regulatory framework, voluntary, multi-stakeholder approaches can address unfair recruiting policies while ensuring the provision of objective information to enable IEN to make better-informed decisions.

The Alliance for Ethical International Recruitment Practices



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Who are we?

A non-profit organization who works to ensure that all foreign-educated professionals are recruited in a fair, ethical, and transparent manner for employment in the United States.

Case Study: The Alliance Health Care Code

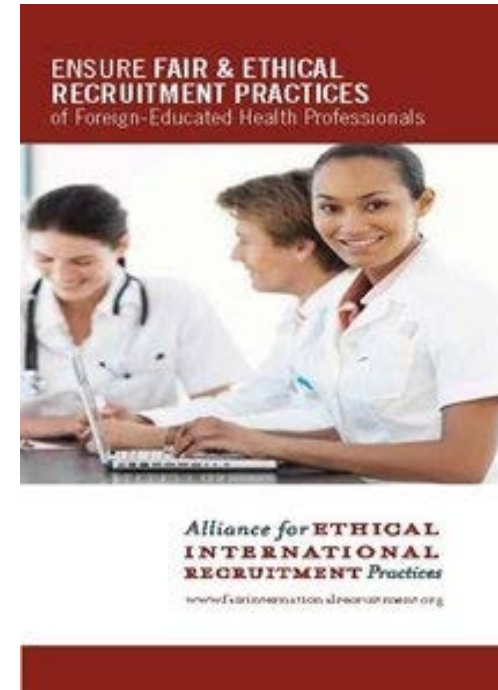


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The Health Care Code for Ethical International Recruitment & Employment Practices

*What is
it?*

A voluntary agreement that sets best practice standards to guide the fair, transparent, and ethical recruitment of foreign-educated health professionals to the United States.



The Alliance is a part of CGFNS' suite of programs and divisions



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Case Study: The Alliance Health Care Code



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The new code uses a ‘rights based’ framework

Principles of Ethical Conduct

- Section A: Recruiter and Employer Accountability
- Section B: Migrant Rights and Responsibilities
- Section C: Freedom from Discrimination and Retaliation
- Section D: Right to Know
- Section E: Right to Move Freely without Economic Coercion

Adherence to these minimum standards is validated through new survey mechanism and self-reporting to the Alliance

Case Study: The Alliance Health Care Code



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Principles of Ethical Conduct

- Section F: Right to Receive a Contract with Fair Terms under Informed Consent
- Section G: Right to Access Justice
- Section H: Right to Freedom of Association and Collective Bargaining
- Section I: Right to Support for Clinical and Cultural Integration
- Section J: Respect for Sending Countries

Case Study: The Alliance Health Care Code



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- Alliance approach has served as a model for efforts by the WHO and the International Organization for Migration
- Providers expressed desire to demonstrate commitment to ethical recruitment and business practices
- New Code provides adaptable ‘rights framework’ for IEN
- Report on *State of Nurse Recruitment* to be released this year

Until recently, these efforts had limited traction



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- Additional incentives are needed to gain a critical mass of recruiters
- Stakeholders must be able to identify ‘good actors’

Being a part of CGFNS is enabling the Alliance to better achieve its goals

Positioning IEN for Success: In the Workplace



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- Aligning incentives across the recruitment value chain
- Aligning expectations between the IEN and employer
- Facilitating credential evaluation and licensure
- Providing clinical and cultural onboarding
- Creating an open and welcoming workplace culture

Positioning IEN for Success: In the Regulatory and Policy Arena



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- Harmonizing licensure processes (e.g., NNAS)
- Fostering support for regulatory and voluntary measures to oversee recruitment and educate IENs
- Recognizing and **leveraging the power of nurses**
- Lobbying for laws and regulations that **support nursing and nurses**
- Taking an active position, where possible, on ancillary issues with implications for the nursing sector

Canada can capitalize on its success in IEN integration



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- Diversity and immigration play an unusually significant role in Canada
- Culture, processes, and health care needs facilitate IEN integration and success in the job market and workplace
- Ethical recruitment is a key component
- Nurses using their political power to protect patient safety can ensure that impact