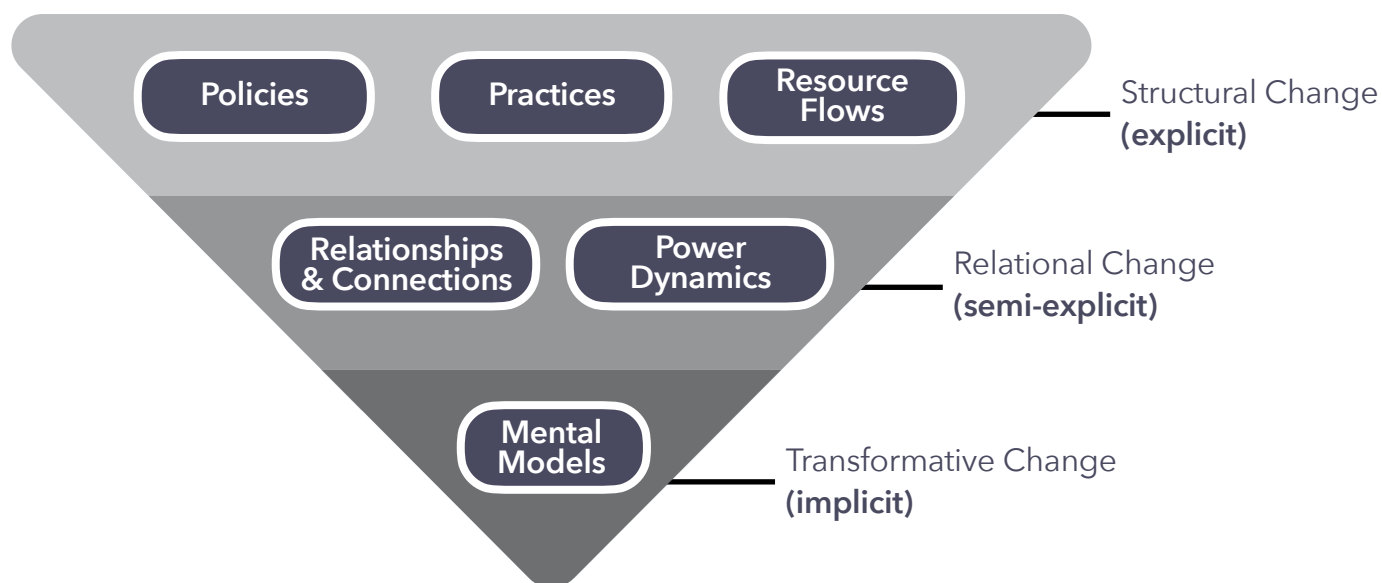


Systems Change?

The Economic Immigration Lab is designed to approach the topic in a systemic way. To help understand how the lab is making an impact on the systems level, this section looks at the results through a framework developed by FSG (Foundation Strategy Group) - a leading mission-driven consulting group.

These results are a snapshot in time (March 2020) and are subject to change as the prototypes develop.

Six Conditions of Systems Change¹



Policies

The EIL informed changes to the Atlantic Immigration Pilot including:

- Adjustment to the work permit requirement for internationally educated nurses to **allow them to work at support workers** in care homes while they do their credentialing to become Registered Nurses.
- **Extension of work permit** following graduation for Post-secondary international students from 1 year to 2 years.
- Ability for **spouses of applicants to apply for work permit** upon arrival to Canada.
- Position created in the provincial government to navigate internationally educated nurses through the immigration and registration process.
- The **focus on the end-user** in the AIP has been highlighted by the lab with influence on the process going up the federal immigration level at IRCC.

¹ Framework from https://www.fsg.org/publications/water_of_systems_change

Systems Change (cont'd)

Policies (cont'd)

- The one-stop-shop for newcomers at the Fredericton Multicultural Association was inspired by conversations and connections in the lab.
- The silos within government for working on this issue are being removed.
- In the Internationally Educated Nurses program, there is more openness for change from the regulators, they have been **motivated and enabled to take bolder action.**
- A detailed population growth strategy has been named as a prerequisite for municipalities to receive money from the province.

Practices

- The siloed approach is no longer sufficient. **IRCC is in direct contact with the province's population growth team.**
- All interview respondents replied YES to using the prototyping approach in their work since being in the lab.

Resource Flows

- \$43,750 has been directed toward teams testing prototypes.
- The Capacity for Courage prototype was able to leverage multiple financial streams to provide its first year of funding.
- Full-time position hired as a part of the nursing workforce strategy.
- **Employment and Social Development Canada hired a full-time staff** to support the Employer Support prototype - data was collected to inform what employers need in the immigration process for hiring international recruits.

Relationships and Connections

- The new relationships formed between employers and government have created new insights and knowledge flows to better **provide service for immigration processing.**
- The bonds that exist amongst the lab participants have served to inform programs and **avoid duplication of efforts.**

Power Dynamics

- Bringing the human to the heart of the issue has been central to this work, this has meant designing services that respond to the practical difficulties in the immigration process.
- A finding from the Employer Process team was that a bottleneck in the hiring process was the paperwork so a dedicated position was created to support both employees and employers through this process.

Mental Models

- The connected nature of immigration in New Brunswick requires a multi-faceted approach. The variety of prototypes hitting on **neighbourhood, community, governmental, education and business levels** has functioned to support newcomers at all levels of immigration, from application to arrival to making long-term community ties.