



Settlement Services Training

Module 1: Introduction to the Guided Pathway Process

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IMPORTANT

For the best learning experience, view this module (PDF document) in Adobe Reader. Please save the PDF document to your desktop with a click of your right mouse button and re-open it in Adobe Reader. Failing to do this may mean you are not able to see the glossary terms when you mouse over them or be able to return to where you left off in the PDF after clicking on a link.

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Module 1: Introduction to the Guided Pathway Process

Welcome to the first of a series of training modules that is meant to enhance and support the training you are receiving from your organization. This introduction is designed to provide you with an overview of the Guided Pathways (GP) case-management process that has been introduced within the new Settlement and Integration Program.

You will notice that some of the words are [blue](#). This means that word is a glossary term. If you are viewing this on your computer, click or roll your cursor over the word to see the definition. These words are also found in the glossary at the end of the module.

The learning objectives of this module are to enable learners to have a general understanding of:

1. how [Settlement and Integration](#) fits into the bigger picture of settlement service delivery.
2. how the Guided Pathways case-management process was developed.
3. the role of the GP coach and how GP may be similar or different to how settlement services were delivered in the past.
4. which service users would most likely suit a Guided Pathways approach to settlement service delivery.
5. the steps involved in the Guided Pathways approach to case management.

This module should take you 40–60 minutes to complete. Once you complete the module, please complete the evaluation survey to help us improve the training.

Background

WelcomeBC

WelcomeBC brings together settlement, immigration and labour market services in British Columbia under a single-service umbrella. It is led by the British Columbia Ministry of Jobs, Tourism and Skills Training, and made possible by funding from both the Government of Canada and the Province of British Columbia.

Since WelcomeBC was first launched in 2007, WelcomeBC has:

- Served 100,000 immigrants and their families, including 4,711 (including refugees and at risk youth) in 2011/12, enabling them to achieve social and economic success at both the individual and community level.
- Provided settlement services aimed at integrating immigrant youth and their families into schools and communities that were delivered to 1,000 BC schools under the Settlement Workers in Schools program, which received a Premier's Award for Partnership in 2011.
- Enrolled more than 20,000 recent immigrants in 2011/12 across BC in the English Language Services for Adults and English as a Second Language Settlement Assistance programs, supporting them to achieve their settlement and labour market language goals through classes and tutoring.
- Continued to build on the success of the BC Skills Connect for Immigrants Program that to date has helped more than 12,000 immigrants achieve employment, or identify the pathway towards employment, that builds on their international education, skills, and experience.
- Supported 23 community partnership tables across BC to build on the legacy of the Welcoming and Inclusive Communities and Workplaces program, which was recognized with a BC Premiers' Award for the Lower Mainland Region in the category of Innovation.

Settlement and Integration Program

A fundamental part of WelcomeBC is the BC Settlement and Integration Program (SIP), which is managed by the Ministry's Immigrant Integration Branch and delivered by _____ and organizations across the province.

SIP's primary goal is to support immigrants and their families to understand, navigate and access BC's social and economic systems, in order to ensure their successful settlement and integration in BC's communities.

The Guided Pathways Process

The Ministry introduced the concept of a "Guided Pathways process" to case manage a portion of new immigrants accessing settlement services as of October 1, 2011.

The Ministry introduced this new concept for two reasons:

1. To improve settlement and integration outcomes for service users who may require additional support to guide them through the settlement process.
2. To make it possible for workers, agencies and government funders to better measure the outcomes of settlement services for newcomers that face significant challenges.



A word about "you"

"You" is used here and throughout this module to make it easier for you to see yourself in the Guided Pathways process (and understand it better). We realize that you may be taking this module to gain a better understanding of the GP process. Also, you may not determine eligibility for GP or work with Guided Pathways service users as a GP coach.

Guided Pathways is *not* intended to replace the case-management practices “you” and your organization may already have in place. It is a supplement to your existing practice that should provide valuable ideas and tools.

University of British Columbia (UBC) School of Social Work Report

The Ministry asked a team from the UBC School of Social Work to expand on the concept of Guided Pathways. This report is available at:

<http://www.mytrainingbc.ca/SST/media/PDF/GPProcessFinalReport.pdf>

The UBC Report is intended to serve as an additional resource for SIP service providers and their staff to inform their individual case management work rather than as a Guided Pathways operational manual. The report describes principles of a case-management approach for settlement service users. It also provides recommendations for the application of a consistent case-management approach with SIP service users.

Introducing Guided Pathways

What is Guided Pathways?

Guided Pathways is a case-management approach to settlement work within the Settlement and Integration Program (SIP).

It is a way for a settlement worker, acting as a *coach*, to work with the *user* to create an action plan that will help the user be better able to integrate into Canadian society.

Who delivers Guided Pathways?

Your organization may assign one or more settlement workers to be a dedicated Guided Pathways coach.

In other organizations, all settlement workers may be expected to combine their other settlement service work with acting as Guided Pathways coaches.

Will my work change with Guided Pathways?

You may already be using a case-management approach in your practice. This may continue, and you will find the information related to the GP process informative for your ongoing approach. The GP process will provide a structured program approach to case management with associated tools and resources.

If a case-management approach is new to you, Guided Pathways may be a change in how you and your organization work with service users.

You will assist service users to determine if they are suitable and would benefit from the added supports offered by the Guided Pathways process. In addition, if you are assigned to become a Guided Pathways coach, you may be working more closely with service users than you are used to, and you will need to document each service user's experience. The information in this module is intended to help you understand Guided Pathways, and increase your confidence using a case-management approach.



What "coach" means for GP

The word "coach" gets at the idea of *supporting* service users to find their own best path, rather than *telling* them what that path must or should be.

Similar to settlement counsellors, Guided Pathways coaches promote independence, self-management and self-direction. Coaches ask questions and encourage service users to come up with their own answers, based on their own values, needs, preferences and unique perspective. The process is about capacity building with the service user; building their capabilities. Guided Pathways coaches simply work more intensively in a more formalized manner with the small group of service users who meet the GP criteria.

What are the benefits of Guided Pathways?

You will be able to provide more support to the service users who need it, to help them integrate more smoothly and successfully into their new British Columbian community. At the same time, your organization will be tracking the services you provide through case notes and tools to better measure your service user's .

What are the principles behind Guided Pathways?

The Guided Pathways process is guided by SIP principles. These include providing user-centred services that are made available as early as possible and that build the capacity of service users to access, navigate and participate in BC's social and economic systems to achieve their goals.

The Guided Pathways process emphasizes and strengthens the principles of settlement services.

- Guided Pathways is **inclusive and collaborative with service users**. Guided Pathways coaches work in partnership with service users through every step of the Guided Pathways process.
- Guided Pathways allows for **self-determination**. Service users are supported to decide for themselves what their settlement goals are and how to achieve them.
- Guided Pathways is **flexible**. It is able to adjust to service users' changing lives and needs.
- Guided Pathways is **not the same for each service user**. It considers service users' unique needs, barriers, strengths and assets and allows for a coordinated method to achieve successful settlement and integration through multiple pathways.

For more on the SIP and Guided Pathways Principles, please see the UBC Report, p. 34–36

What does the Guided Pathways process add to the settlement services we've always offered?

Non-GP Settlement Services

As part of the Settlement and Integration Program, your organization's settlement services, include:

- information and referral services
- settlement counseling, which includes personalized support to help users navigate service systems and address family and personal adjustment issues
- assisted access to services, which provides users with support to understand and access other settlement or non-settlement services
- and education services, which help provide users with the knowledge and skills they need for successful living in their new social and cultural environment
- opportunities for service users to connect with non-immigrants and longer-term residents, services, and events in the broader community

Service users may choose to access one or more of these services or external community services without following a case-managed plan of action to direct them through the range of services that are available.

Case management defined

Case management is:

"... a client-centred approach led by a team or individual that serves to coordinate a broad range of services and resources that maintains continuity of care and the well-being of people with various needs"

"... a process through which the professional practitioner and his/her service user collaboratively determine, secure, coordinate and monitor an orderly and planned provision of services intended to facilitate a client's functioning at as normal a level as possible and as economically as possible"

"... about working with people or a client system, such as a family. Case management seeks to do three things: to help the clients utilize their own skills to access services and supports, to promote the capacity of service agencies in ensuring the well-being of their clients, and to work towards efficient and effective service provision."

- *Guided Pathways process Final Report*, October 21, 2011, p. 3

Guided Pathways Process

The Guided Pathways process adds, for those who need it, a Guided Pathways coach who supports service users one-on-one to develop — and follows through on — a detailed

Through this Action Plan, a service user will establish a unique set of settlement goals and actions to support the service user in achieving those settlement goals within a specific timeframe. The Action Plan will be monitored by the Guided Pathways coach to ensure that the user has accessed settlement services and/or community services which support achieving the user's action plan. When necessary, GP coaches and service users will revise or develop new action plans and activities to address changes in service users' life situation.

An update about the Action Plan...

On page 53 of the UBC report (<http://www.mytrainingbc.ca/SST/media/PDF/GPProcessFinalReport.pdf>) it recommends that service users sign the Action Plan as a formal agreement or commitment that they will work towards the goals of the plan.

However, during the initial implementation phase, GP service providers have reported that this practice is deterring some service users from engaging in the Guided Pathways Process. As a result of this feedback, the Branch wishes to clarify that the Action Plan does not need to be signed by service users. It is expected, however, that service users are involved in the development of the Action Plan and in agreement with it.

Why Guided Pathways is called a process

Guided Pathways is called a “process” for a reason: not all service users will follow a straight path, from start to finish.

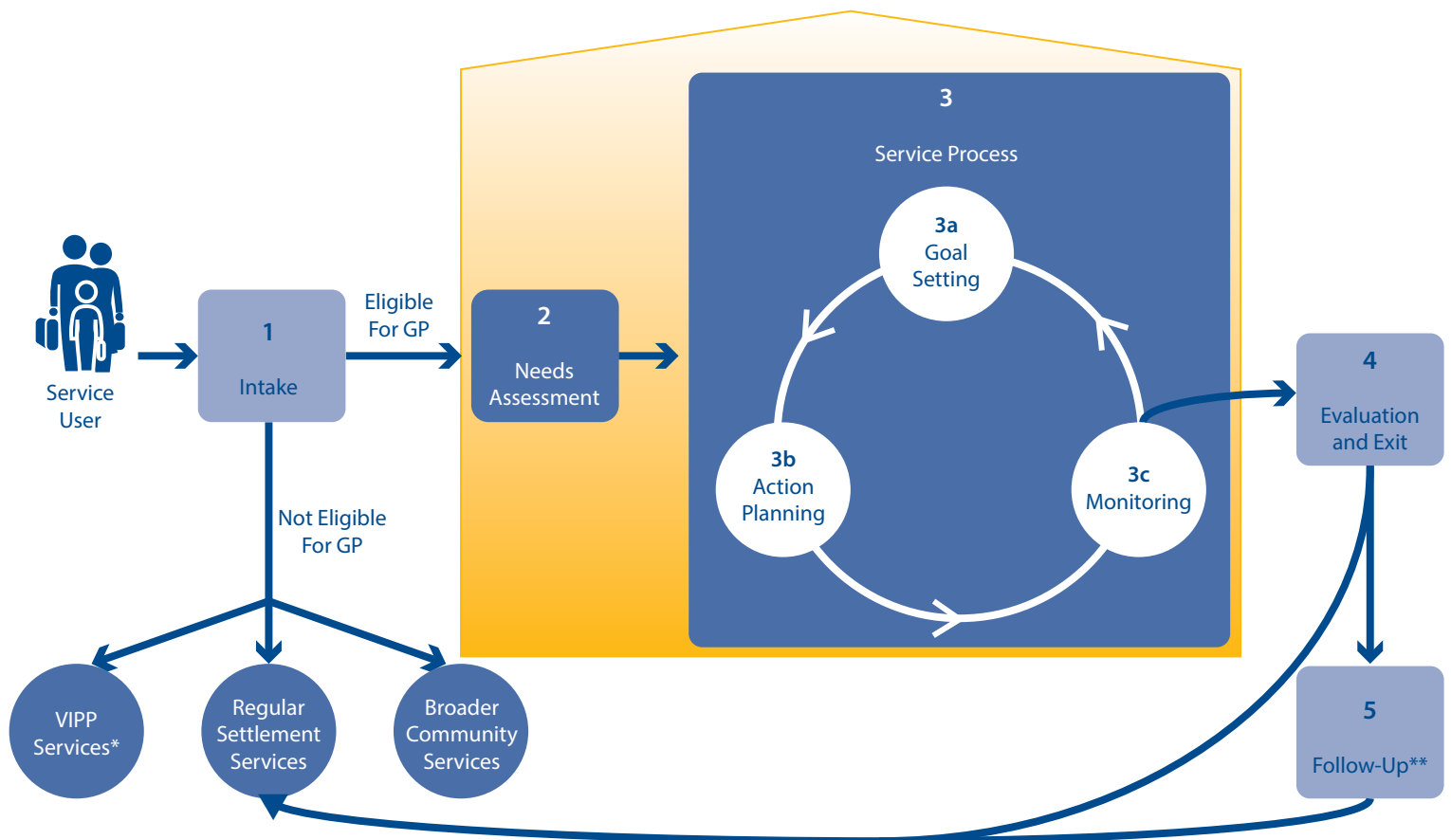
The Guided Pathways process is meant to adapt to each service user's unique needs. The time for each service user to complete the process will vary.

For example, a service user may start in Guided Pathways, and then decide that they do not need the continuous support provided by the Guided Pathways coach. Or the reverse situation may occur in which a service user, who has previously been progressing through the settlement process with relatively little difficulty, encounters challenges for which he or she requires an Action Plan and the additional support of a Guided Pathways coach. Also, GP is a process within SIP — not a separate program. The GP process outlines the steps that are taken to case manage a SIP service user.

The Guided Pathways process comes to an end when the service user has the ability to self manage their integration, or decides to withdraw from the process. The user may continue to require a lesser level of support, which will be provided through settlement counsellors, and the GP coach can assist the user to transition to the non-GP services.

The GP service process (the house in the diagram below) includes three core components: Goal Setting, Action Plan, and Monitoring. The GP service process is cyclical and dynamic as illustrated in the diagram below:

Guided Pathways Process Diagram



* Vulnerable Immigrant Populations Program (VIPP) service users not initially eligible for GP service can be referred to GP or broader community supports after entering the VIPP program.

** GP service users at follow-up could re-enter GP or be referred to non-GP settlement services depending on their needs.

Is Guided Pathways for every service user?

No, it is not. Guided Pathways is for a small group of service users. Your supervisor will be able to tell you about your organization's Guided Pathways service targets, operational policies and procedures.

What about the new Vulnerable Immigrant Populations Program (VIPP)? Will VIPP case managers use the Guided Pathways process too?

VIPP case managers will use a case-management approach with vulnerable service users that require a network of service providers to support the user. While the steps are similar and the tools will be the same, the case-management approach used will not be called Guided Pathways.

Are the expected outcomes the same for Guided Pathways as they are for the standard process of service users accessing settlement services?

Yes. The outcomes established for the Settlement and Immigration Program (SIP) are the same for everyone who receives SIP services, whether they access services with the support of a Guided Pathways coach or not. (Please see Appendix B for the SIP Logic Model.)

Settlement

- gain knowledge of life in Canada.
- understand social expectations and norms.
- gain knowledge of the Canadian work environment and local labour markets.
- have the ability to function in daily life and the workplace.
- have access to public services and community resources.
- make connections to social and economic networks as well as the broader community.

Integration

- have the ability to navigate various systems (i.e., social, legal, educational, economic, health) independently.
- participate in civic processes, exercise their rights, and fulfill their responsibilities within the context of Canada's laws.
- participate in the economy.
- are socially and culturally engaged in their community.

Ultimate

Immigrants:

- experience inclusion and maintain a sense of belonging.
- experience life satisfaction.
- realize the social and economic benefits of immigrating to Canada.

How do we determine if someone needs Guided Pathways support, VIPP supports or can manage without case management support?

The Ministry has developed a *Settlement Eligibility Assessment Form* which will assist in determining if the service user should be referred to regular settlement or community services, GP or VIPP. Your organization will determine how the Guided Pathways process is applied in your workplace. In most cases, whoever handles the intake step will identify a referral decision for the service user during intake.

SIP Eligibility

As with all Settlement and Integration Program (SIP) service users, Guided Pathways service users must meet SIP program eligibility requirements. That means a Guided Pathways service user should reside in BC and must be either be a:

Primary Service User

- a of Canada or have a letter from the CIC stating that he/she has been approved for permanent resident status, pending admissibility assessment (medical, security and criminal verifications)
- a is defined in Section 95 of the IRPA
- a live-in caregiver who is in Canada with a work permit under the Live-in Caregiver Program

OR

Secondary Service User*

- a (with priority given to those within five years of arrival)
- a
- someone who has a valid nomination certificate from British Columbia under the Provincial Nominee Program, but not yet a CIC letter informing him/her of initial approval to become a permanent resident

**Within the Greater Vancouver and Fraser Valley Service Areas, secondary clients should not exceed 10% of the total number of clients to be served. For the rest of the province, secondary clients should not exceed 30% of the total number of clients to be served.*

Guided Pathways Eligibility Criteria

If SIP eligible, the person must also meet the requirements to be referred to the more intense focus of a case-management approach through the Guided Pathways process or from the Vulnerable Immigrant Population wraparound services. To determine whether someone needs or is eligible for the Guided Pathways or VIPP, the following four factors are taken into consideration:



1. Willingness to participate

The person must also be willing to spend the time and make the effort necessary to work one-on-one with a GP coach to develop and follow an action plan aimed at achieving identified goals.

2. Capacity (level of)

This includes respectfully assessing whether the person currently has the ability, skills and resources to determine his or her priorities and goals, to decide on the direction and services he or she needs, and to take action to find those services with minimal support.

3. Complexity of issues

This includes assessing the number of barriers (e.g., English language, social and family relations, skills and knowledge, immigration or legal issues, physical and mental well-being, living conditions etc.) that limit the person's ability to meet their needs.

4. Impact of issues

The fourth criterion involves assessing the degree of impact the issues are having on the user's ability to settle and integrate. Assessing this impact will help the intake worker, settlement counselor or GP coach determine if the client should be referred to the additional wrap around supports that the Vulnerable Immigrant Population Program (VIPPP) offers.

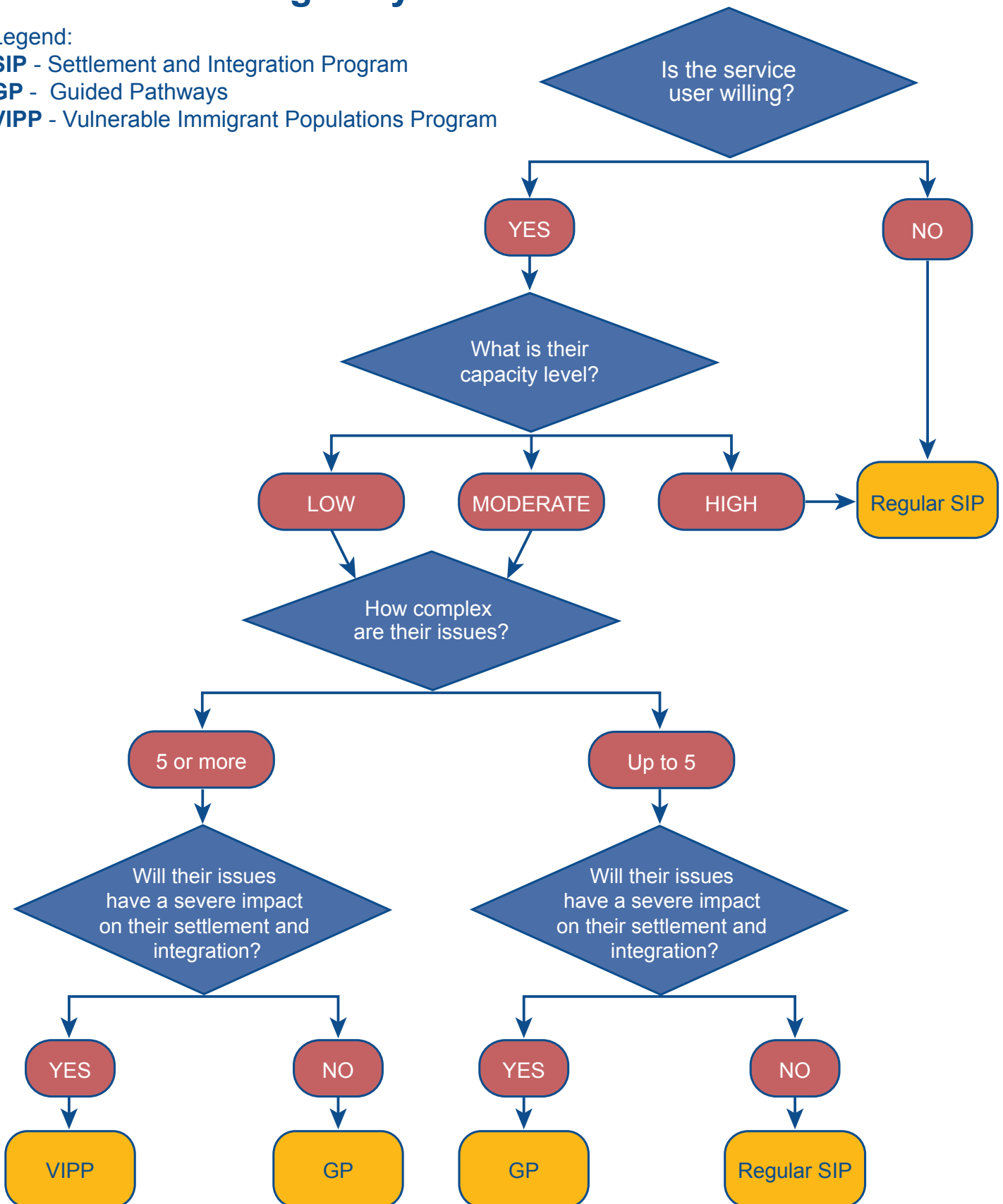
Flow Chart of Eligibility

Legend:

SIP - Settlement and Integration Program

GP - Guided Pathways

VIPP - Vulnerable Immigrant Populations Program



In general, a service user is a good candidate for the Guided Pathways case management approach if:

1. They are willing to make the commitment to try an intensive approach to settlement and integration counselling, **and**
2. They lack the skills and resources to identify their settlement needs and access the services he or she needs (low or moderate capacity level), **and**
3. In addition they have:
 - a. five personal or settlement issues (**low complexity**) that will have a **high impact** on their ability to integrate **or**
 - b. they have more than five issues (**high complexity**) but the impact on their ability to integrate is low (**low impact**)

If the service user has **multiple issues** (more than five) that will have a **high impact**, then the service user is a good candidate for the Vulnerable Immigrant Population Program (VIPP) wraparound supports where available and provided they meet the client eligibility criteria based on immigration status for VIPP.

Click on the name of the form for more detailed instructions and a copy of the [Settlement Eligibility Assessment Form](#). If you have printed this module, go to this website <http://www.mytrainingbc.ca/SST> and click on the Tools and Resources button.

**Tools and
Resources**



So far, this module has talked about “the service user.” What about families?

Many families come in together looking for settlement services. A GP case file can be opened for an individual or a family. However, only service users that meet the GP eligibility criteria should have a case file and receive SIP services using the GP process. If separate case files are opened, then the files for family members should be linked together even if different GP coaches are working with the different family members.

A separate GP case file for a youth (15 to 25 years of age) may be opened if the youth meets the GP eligibility criteria. It is not expected that GP coaches will open a separate case file for children under 15. Goals and action planning to meet the settlement needs of children within a family should be



included within a parent's action plan and progress noted on a parent's case file.

If the children are school aged, have school-related issues, or are in need of school-based support, then a GP coach should refer the child and parents to an enhanced Settlement Worker in the School (SWIS) program. The coach should maintain a working partnership with the SWIS worker and continue to monitor and record the child's progress within the parent's case file.

Quick Quiz: How are you doing?

Please take a break from reading the content and click on the button to the right or go online (type this URL into your browser: http://www.mytrainingbc.ca/SST/media/quiz/welcomebc_mod1_quiz/welcomebc_mod1_quiz.htm) to take the self-assessment quiz. Your answers will not be recorded, but if you get a question wrong, you will learn what the correct answer is. This will help you check to see if you have understood what you have read.

Final Quiz

How does the Guided Pathways process work? What are the steps?

The GP process has five case-management elements or steps:

Step 1: Guided Pathways Intake

This is where a settlement counselor, intake worker or GP coach (depending on organizational structure) uses the *Settlement Eligibility Assessment Form* to decide with the service user whether they should receive the support of case management through the Guided Pathways process, or VIPP, through settlement or another program organization or service.

Step 2: Needs Assessment

If the service user has been referred to Guided Pathways, a Guided Pathways coach now starts working collaboratively with the user to explore what he or she (and his or her family) needs in order to settle in BC. The GP coach together with the service user will identify the priorities for intervention. This includes narrowing down issues to the three most important to be worked on. It also includes establishing general preliminary goal statements for each of the three prioritized issues and then exploring the client's overall strengths, assets, needs and barriers that will either help or hinder the service user from reaching those goals.

Step 3: Goal Setting, Action Planning and Monitoring

The third step in the Guided Pathways process is divided into three parts. The Guided Pathways coach works with a service user on:

- 3a. Goal Setting—developing goals based on the needs identified in Step 2, Needs Assessment.
- 3b. Action Planning—creating an Action Plan with key actions/activities within a timeframe to address the goals identified in Step 2, Needs Assessment.
- 3c. Monitoring—monitoring actions taken toward achieving the goals and actions. The GP coach and the service user will make
to the action plan to meet the service user's changing needs, capture changes in levels of needs, and measure progress against goals. The GP coach will keep a record of all actions including referrals to other settlement or non-settlement services.

An update about progress reporting...

Initially it was indicated by the Ministry that workers would be expected to track a client's progress with a Ministry designated tool. The Ministry has changed their position on this and will no longer be requiring workers to collect this information on their behalf.

Step 4: Evaluation and Exit

In Step four, the coach and the service user together evaluate progress the service user has made towards reaching the goals and actions identified in their action plan(s). The coach and service user will also evaluate whether the Guided Pathways process as a whole has been a success for this service user. The coach will document findings and identify if the client has been transitioned to regular, non-GP SIP or another service. Should the service user discontinue their participation "early", the rationale will be identified and documented.

Step 5: Follow-Up

In this last step, the coach follows up with the service user to ensure his or her continued success in independently managing settlement and integration.

A note about follow-up...

The purpose of post-transition follow-up is to assess if the service user is meeting their goals, to provide periodic follow-up support, and to assess their long-term results.

Feedback from the implementation year of Guided Pathways has revealed that many service providers are using phone calls as a means of conducting follow up and that some service users have found follow-up calls to be unexpected or stressful.

The Branch encourages the use of flexible approaches to conduct and facilitate successful follow-up. For example, a GP coach may choose to connect with past service users via email instead of by phone or at the end of the GP process, a GP coach could suggest to the service user that they can initiate a follow-up discussion at any time. GP coaches could use their judgement to determine which service users would benefit the most from a follow-up call. For example, a service user who has worked through a major life change or crisis is more likely to require a follow-up call.

Wrap Up: Evaluation Survey

Thank you for completing the Introduction to Guided Pathways Module. Please help us to improve this module and future modules by completing the short online evaluation survey. The survey should take you about 5–10 minutes to complete. Click on the button to the right or go online and use this address in your browser, <http://fluidsurveys.com/s/gpss/>

Feedback

For Group Discussion or Reflection

The key elements of case management in settlement work

Guided Pathways follows accepted case-management practices, modified to suit the settlement needs of users. You may be familiar with all of these practices, or some may be new to you.

From what you know so far about Guided Pathways, what elements of case management are familiar and what are new to you?

- Assessing a service user's specific needs and barriers
- Collaboratively working with a service user to identify goals and develop an Action Plan
- Advocating for a service user with other services and resources
- Monitoring a service user's Action Plan and connecting to service providers to make sure his or her needs are being met
- Evaluating and reporting on the service user's Action Plan outcomes (and the success of the case-management process as a whole in meeting the service users needs)
- Planning a smooth transition for a service user out of settlement services
- Keeping relevant and accurate case notes
- Working with a user for an extended period
- Providing user follow up

For those case-management elements that are familiar to you, how do you practice them now?

What benefits can you see for yourself, your service users, and your organization in adopting or continuing to use a case-management approach?

Appendix A: Glossary

Action Plan: a sequence of steps or activities that are anticipated or planned to reach a specific goal or set of goals

Competence or Competent: having the necessary ability or skills: able to do something well or well enough to meet a standard

Community-based agency: an agency that is located in BC and serves a BC community

Guided Pathways: individualized, cohesive and continuous support provided by a coach for navigating various service systems

Guided Pathways coach: someone who assists service users to find their own best path, by supporting them rather than telling them what that path must or should be

Immigrant: a person who was born outside of Canada and has been granted permanent resident status by Canada or is a Naturalized Canadian Citizen who has settlement and adaptation needs

Life skills: the abilities for adaptive and positive behaviour that enable individuals to deal effectively with the demands and challenges of everyday life. They may include social, communication, decision-making, goal achievement, and problem solving skills necessary for successful living.

Multidisciplinary team: a group composed of members with varied but complimentary experience, qualifications, and skills that contribute to the achievement of the organization's specific objectives

Naturalized Canadian citizen: a permanent resident who was born outside Canada and has been granted Canadian citizenship

Newcomer: someone who is newly arrived, learning about and navigating one or more of Canada's social, cultural, civic and economic systems. At some point, an immigrant to Canada is no longer a newcomer as he/she has settled and is moving towards integration.

Objectives: the specific measures that must be achieved in order to reach a goal

Outcome: a benefit or change for individuals or populations during and after receiving services or participating in program activities. Outcomes may relate to behaviour, skills, knowledge, attitudes, values or condition.

Permanent resident: an immigrant who has been granted permanent residence status by the Government of Canada and who is not a Canadian citizen

Protected person: a person to whom refugee protection has been conferred under Section 95 of the Immigration and Refugee Protection Act (IRPA). See <http://www.irb-cisr.gc.ca/> for details of Section 95, IRPA. In general, a Protected Person will have a temporary resident permit for protection reasons, and will have received a Notice of Decision indicating that their claim is allowed by the Immigration and Refugee Board but will not yet have Permanent Resident status.

Refugee claimant: a person who claims refugee protection/asylum upon or after arrival in Canada (claim still in process)

Service users (“Clients”): individuals who fit eligibility criteria and receive services funded under WelcomeBC contracts

Service intervention adjustments: determining other service options, such as making a referral to another program or service when a service user is not progressing within their action plan and requires extra supports

Vulnerable immigrants or vulnerable immigrant populations: those immigrant populations that are more vulnerable or at risk of being marginalized because they may be more isolated, may have unique service needs, or may face significant barriers to successful Settlement and Integration. Examples of significant barriers may include physical or mental health problems, first-language illiteracy, complex cultural issues, past experiences of trauma, violence or abuse, or a lack of life skills, employment skills and financial means. Some Newcomers may face particular challenges to Settlement and Integration due to a combination of such linguistic, cultural, social or economic barriers.

Appendix B: SIP Logic Model

Settlement and Integration Program Logic Model

Program Objective:

Support immigrants and their families to understand, navigate, and access BC's social and economic systems.

	Direct Client Services	Program Delivery Support	Program Access Support
Activities	<ul style="list-style-type: none"> • Intake Assessment • Orientation • Counselling (including needs assessment, adjustment support, pathway planning & coaching) • Assisted Access to Services (including referrals, accompaniment & language/cultural interpretation) • Life Skills and Education (including programmatic support for personal and family adjustment) • Community Connections 	<ul style="list-style-type: none"> • Client Outreach and Recruitment • Service Bridging with other service agencies • Resource Development • Staff Development 	<ul style="list-style-type: none"> • Child Care • Transportation Support
Outputs	<ul style="list-style-type: none"> • Orientation/Counselling sessions • Referrals and Accompaniments • Workshops/Courses • Field Trips and Organized Community Events 	<ul style="list-style-type: none"> • Promotional materials for services • Information/Resource Materials for Clients • Community Partnerships • Professional Development or Training Events • Tools and Resource Materials for Service Delivery Staff 	<ul style="list-style-type: none"> • Child care spaces • Supported travels
Outcomes	<p>Settlement Outcomes for Clients:</p> <ul style="list-style-type: none"> • Newcomers gain knowledge of life in Canada • Newcomers understand social expectations and norms • Newcomers gain knowledge of the Canadian work environment and local labour markets • Newcomers have the ability to function in daily life and workplace • Newcomers have access to public services and community resources • Newcomers make connections to social and economic networks as well as broader community 	<p>Short-term Outcomes for Service Providers:</p> <ul style="list-style-type: none"> • Service providers successfully reach target clients • Service providers Leverage community resources and expertise • Information on ex-change and service coordination occurs with other services/programs • Service providers build service capacity 	<ul style="list-style-type: none"> • Parents/ caregivers participate in programs • Isolated individuals/ families are able to access workshops/ programs/ services
	<p>Integration Outcomes for Clients:</p> <ul style="list-style-type: none"> • Immigrants have the ability to navigate various systems (i.e. social, legal, educational, economic, health) independently • Immigrants participate in civic processes, exercise their rights, and fulfill their responsibilities within the context of Canada's laws • Immigrants participate in the economy • Immigrants are socially and culturally engaged in their community 	<p>Long-term Outcomes for Service Providers:</p> <ul style="list-style-type: none"> • Quality service is provided for immigrants • Smooth transition of clients into programs and opportunities in BC systems 	
Ultimate Outcomes	<ul style="list-style-type: none"> • Immigrants experience inclusion and maintain a sense of belonging • Immigrants experience life satisfaction • Immigrations realize the social and economic benefits of immigrating to Canada 		