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## **EDUCATION**

- 2012-2016 **University of Ottawa**, PhD in Nursing – thesis title: “Beyond Transition: Understanding Workplace Integration of Internationally Educated Nurses – A Qualitative Case Study”.
- 2009 **Institute of Ismaili Studies**, London England; Islamic Studies Summer Program
- 2001-2002 **London School of Economics & Political Science**, London, England  
International Management Auditing Training Program (8 days, Continuing Education)
- 1985 - 1987 **University of Toronto**, ON, Masters in Health Science (Health Administration)  
Residency placements at York County Hospital, Newmarket, Ontario and The Aga Khan Health Services Pakistan (Community Health Division), Karachi, Pakistan.
- 1976 - 1980 **University of British Columbia**, BC, Baccalaureate Degree in Nursing

## **PROFESSIONAL EMPLOYMENT**

- 2010 -2015 **Executive Director, CARE Centre for Internationally Educated Nurses**, ON.  
Senior manager in not for profit organization mandated to support newcomer nurses navigate through the regulatory process and re-enter their chosen profession in Ontario. Provided governance support to board of directors, led processes for expansion, strategic renewal and organizational change. Operational oversight for 6 sites, 20 interprofessional staff, \$2M annual budget. Multi-stakeholder collaboration and partnerships with funders, regulatory body, nursing employers, academic institutions and community agencies. Researcher, expert resource and media spokesperson for policy analysis and system responsiveness to internationally educated professionals.
- 1991 - Present **Principal, Z. Ramji Associates Inc. (previously part of Kappel Ramji Consulting Group)**, Toronto, ON. Planning, evaluation and organizational development consultants in community, health and social services. For key areas of expertise, see section on Major Undertakings.
- 1987 - 1991 **Director, Regional Women's Health Centre, Women's College Hospital**, Toronto, ON.  
Middle manager, accountable to CEO for academic hospital. Responsibility for development and implementation of new community oriented reproductive health program for women of different ages and diverse backgrounds. Managed \$2M capital renovations project and \$5M annual budget. Interprofessional staff group of 40; purchase of service agreements with gynecologists, radiologists and family physicians from 5 partnering hospitals.
- 1984 - 1985 **Program Assistant/Public Health Nurse, City of Toronto, Department of Public Health, Western Health Area**, Toronto, ON
- 1982 - 1984 **Assistant Supervisor/Community Health Nurse, Calgary Health Services**, Village Square Office, Calgary, Alta
- 1980 - 1982 **Community Health Nurse, Vancouver Health Department**, East Health Unit, Vancouver, BC

## **MAJOR UNDERTAKINGS**

### ***ANTI-RACIST/INCLUSIVE ORGANIZATIONAL DEVELOPMENT***

- **Etobicoke-York Community Care Access Centre**, Toronto, ON, 2003; Consultant; Community Connections Project.
- **United Way of York Region**, Markham, ON, 2002; Project Manager; The LEAD Initiative.
- **Bereaved Families of Ontario – Toronto**, Toronto, ON, 2002; Consultant; The Connections Project.
- **Girl Guides Canada**, Toronto, ON, 2002; Project Manager; Breaking Barriers - Phase I.
- **University of Toronto's Faculty of Social Work**, Toronto, ON, 2002; Consultant; Review of the Diversity, Anti-Oppression & Social Justice Initiative.

- **Toronto Community Care Access Centre**, Toronto, ON, 2001; Project Manager; Community Connections.
- **York Community Care Access Centre**; Toronto, ON, 2000; Project Manager; Internal Scan and External Consultations to develop action plan for change.
- **East York Access Centre**; Toronto, ON, 2000; Consultant; Internal Scan and External Consultations to develop action plan for change.

#### ***PROGRAM PLANNING, EVALUATION & REDESIGN***

- **Citizenship & Immigration Canada, Ontario Region**, Toronto, ON, 2010; Project Manager & Lead Evaluator Community Mental Health Supports for Government Assisted Refugees – Model & Partnership Development
- **CARE Centre for Internationally Educated Nurses**, Toronto, ON, 2009 -2010; Project Manager & Lead Evaluator Program Evaluation & Feasibility Study for Expansion
- **Citizenship & Immigration Canada, Ontario Region**, Toronto, ON, 2009; Lead Consultant; Evaluation of Client Services Support Pilot for Government Assisted Refugees
- **Ontario Women’s Directorate**, Toronto, ON, 2009; Project Manager & Lead Consultant; Access & Equity Framework for the Violence Against Women System
- **Citizenship & Immigration Canada, Headquarters**, Ottawa, ON, 2008; Lead Consultant; Infectious Disease Control training for Resettlement Assistance Program and Sponsorship Agreement Holder sectors
- **Citizenship & Immigration Canada, Ontario Region** 2007; Project Manager & Lead Evaluator Evaluation of Settlement Workers in School (SWIS)’s Newcomer Orientation Week (NOW) Pilot
- **Citizenship & Immigration Canada, Headquarters**, Ottawa, ON, 2007; Lead Consultant; Developing a National Strategy for Government Assisted Refugee Children and Youth.
- **Canadian Mental Health Association – Toronto**, ON, 2007; Lead Consultant; Developing a program model for Consumer Participation
- **Citizenship & Immigration Canada, Headquarters**, Ottawa, ON, 2005-2006; Project Team member. Inventory of Resettlement Assistance Programs across Canada.
- **South Asian Women’s Centre**, Toronto, ON, 2006-2007; Project Manager & Lead Consultant; Performance Measurement System design
- **Citizenship & Immigration Canada**, ON Region, 2004-2005; Evaluation of Life Skills Pilot Project for Government Assisted Refugees
- **COTA Health**, Toronto, ON, 2004- 2005; Consultant; Program Planning & Evaluation - Step by Step Program
- **REH’MA Foundation**, Toronto, ON, 2005; Evaluation of Muslim Seniors’ Information & Referral Service
- **Registered Nurses Association of Ontario**, Toronto, ON, 2003; Project Manager; Evaluation of the Nursing Education Initiative for Province of Ontario.
- **Ombudsman Ontario**, Toronto, ON, 2001-2002; Project Manager & Lead Consultant; GTA Project.
- **Toronto Community Care Access Centre**, Toronto, ON, 2002; Project Manager; Placement Information Project.
- **East York Access Centre**, Toronto, ON, 2002; Project Manager; Evaluation of Non-English-Speaking Client Services - Telephone Surveys
- **Registered Nurses Association of Ontario**, Toronto, ON, 2002; Project Manager; Evaluation of the Advanced Clinical Practice Fellowship Program
- **Dixon Hall**, Toronto, ON, 2002; Consultant; Evaluation of Career Steps.
- **Toronto Community Care Access Centre**, Toronto, ON, 2000-02; Consultant; Evaluation of Client Services - Telephone Surveys.
- **Aga Khan National Education Board**, Toronto, ON, 2000; Project Manager & Lead Consultant; Development of the National Career Planning Program for Ismaili Youth.
- **WoodGreen Community Centre, Yee Hong Centre for Geriatric Care, Kababayan Community Centre & St. Michael’s Hospital**, Toronto, ON, 2000; Consultant; Program model development for foreign educated nurses - Creating Access to Regulated Employment (CARE) for Nurses Project.
- **Interval House**, Toronto, ON; Project Manager & Lead Consultant; Performance Measurement System design.

#### ***COMMUNITY CONSULTATIONS, FACILITATION & RESEARCH***

- **Registered Nurses Association of Ontario**, 2007 – 2010, Province-wide consultations with nurses and nurse managers / leaders on eHealth, Methadone Treatment and Championing Best Practices.
- **Healing Our Spirit**, 2008, Terrace, BC. Facilitation of Symposium: “Strengthening Health & Wellness of Aboriginal Communities.
- **United Way of York Region**, Markham, ON, 2005; Stakeholder Consultations on Strategic Funding Criteria
- **Sistering: A Woman’s Place, Toronto Community Care Access Centre & Toronto DHC**, Toronto, ON, 2000-2002; Project Manager; Community based research on Impact of Homelessness on Women’s Health.
- **Toronto Public Health**, Toronto, ON, 2001; Project Manager & Lead Consultant; Community research with parents of young children on Early Childhood Tooth Decay.
- **Malvern Family Resource Centre**, Toronto, ON, 2000; Consultant; Needs Assessment: Families with Children 0 to 6 years.
- **Health Canada**, 2000; Consultant; Planning and Facilitation of the Home Care Policy Meeting.

### ***ORGANIZATIONAL REVIEWS***

- **Hamilton Urban Core Community Health Centre**, Toronto, ON, 2008. Management Structure Review
- **Mt Sinai Hospital**, Toronto, ON, 2017; 2004-2006: Reviews of three clinical programs and team functioning.
- **Ernestine’s Women’s Shelter**, Toronto, ON, 2005; Management Structural Review
- **AIDS Committee of Toronto (ACT)**, Toronto, ON. 2005; Organizational Structural Review & Conflict Resolution
- **Association of Ontario Health Centres**, Toronto, ON; 2003-04; Project Manager; Organizational Review
- **Nellie’s**, Toronto, ON, 2001; Consultant; Organizational Restructuring Evaluation.

### ***STRATEGIC PLANNING***

- **Parkdale Queen West Community Health Centre**, Toronto, ON, 2017; Project Manager/Lead Consultant, Strategic Planning
- **Centre for Information & Community Services**, Toronto, ON, 2004; Project Manager; Strategic Planning
- **Ontario Council of Agencies Serving Immigrants (OCASI)**, Toronto, ON, 2003; Project Manager; Strategic Planning
- **Registered Nurses Association of Ontario**, Toronto, ON, 2001; Project Manager; Development of Nursing Philosophy Statement of William Osler Health Centre.
- **South Asian Women’s Centre**, Toronto, ON, 2001; Project Manager; Strategic Planning.
- **Toronto Community Care Access Centre**, Toronto, ON, 2000; Consultant; validation of vision, mission, core values and strategic directions with key stakeholder groups.
- **FoodShare**, Toronto, ON, 2000; Consultant; Internal Scan, facilitation of joint board/staff planning.

### ***INTERNATIONAL DEVELOPMENT - Institutional Evaluations, Program Reviews***

- **FOCUS Humanitarian Assistance Canada**, Toronto, ON, 2004; Technical Advisor, Program Evaluation
- **Global Ed-Medical Supplies Inc. (GEMS)**, Toronto, ON, 1994; Consultant; Institutional Evaluation of 2 components: review of operations of the NGO in Toronto and field assessment of programs (primary health care, adult literacy, community development) in Kingston, Jamaica.
- **Sir Edmund Hillary Foundation Canada**, Toronto, ON, 1993; Consultant; Institutional Evaluation of 2 components: review of operations of the NGO in Toronto and field assessment of program (village health clinics, hospital, reforestation, adult education for women) in Khumbu, Nepal.

### **VOLUNTEER EXPERIENCE**

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| 2016 - 2017 | <b>Aga Khan National Council for Canada</b> , Toronto, ON, Lead for Community Building Research  |
| 2015 - 2016 | <b>Aga Khan National Council for Canada</b> , Toronto, ON, Lead for Data Analysis & Reporting, Hope and Resilience Research  |
| 2005 - 2012 | <b>Leaders’ International Forum, Global Team for Ultra Poverty Research</b><br>Member, Trainer of Qualitative Research Methodology for Research teams in UAE, Kenya, Tanzania & Mozambique |
| 2004 - 2012 | <b>Aga Khan National Council for Canada</b> , Toronto, ON, Co-lead Poverty Alleviation Research  |

- 2005 - 2009 **FOCUS Humanitarian Assistance of Canada**, Toronto, ON – Board Member  
 2005 - 2009 **Aga Khan Council for Canada**, Toronto, ON – Chairperson, Settlement Services  
 2002 - 2006 **Canadian Women’s Health Network**, Winnipeg, MB - Board Member  
 2001 – 2002 **Aga Khan Grants & Review Board**, Aiglemont, France; Project Manager & Lead Evaluator; Evaluation of the International Management Audit Training Program held in Toronto (Western/Northern Participants) and in Dubai (Eastern/Southern Participants).  
 2000 - 2006 **Aga Khan Grants & Review Board of Canada**, Toronto, ON - Evaluation Consultant and Management Auditor  
 1999 - 2002 **Terry Fox Public School’s Advisory Council**, Toronto, ON - Co-Chair /Member  
 1992 - 1997 **United Way for Metro Toronto**, Toronto, ON - Volunteer Management Consultant  
 1995 - 1997 **Social Planning Council of Metro Toronto**, Toronto, ON - Board Member  
 1992 - 1996 **Aga Khan National Council for Canada**, Toronto, ON – Chairperson, Social Welfare Portfolio  
 1992 - 1994 **Municipality of Metro Toronto**, Toronto, ON - Member on the Increasing Awareness Working Group of the Implementation Committee on Ethno-Racial and Aboriginal Access  
 1990 - 1992 **Aga Khan National Education Board for Canada**, Toronto, ON - Member  
 1987 - 1991 **Riverdale Immigrant Women's Centre**, Toronto, ON - Member, Board of Directors  
 1989 - 1990 **Premier's Council on Health Strategy**, Govt. of Ontario - Peer Review, Health Innovation Fund  
 1985 - 1989 **Aga Khan Education Board for Ontario**, Toronto, ON - Involvement in various program committees, including responsibility as Chairperson of 12-member board and committee structure of 75 frontline volunteers.

### **PROFESSIONAL MEMBERSHIPS**

- 2014 – Present **Canadian Health Human Resources Network**  
 2014 – Present **Ontario Health Human Resources Network**  
 2013 – Present **Nursing Best Practice Research Centre, University of Ottawa**  
 2011 – Present **Nursing Leadership Network of Ontario**  
 2000 – 2013 **Canadian Evaluation Society**  
 1986 - Present **Canadian College of Health Leaders** (CHE certification exams passed)  
 1984 - Present **College of Nurses of Ontario**  
 1984 - Present **Registered Nurses Association of Ontario**

### **GRANTS & AWARDS**

- 2016 **University of Ottawa**, Faculty of Graduate and Postdoctoral Studies, Dean’s Scholarship  
 2012 - 2016 **University of Ottawa**, Faculty of Graduate Studies Annual Admission Scholarship  
 2014 **Nursing Leadership Network of Ontario**, Research Award  
 2013 **Nursing Leadership Network of Ontario**, Dorothy Wylie Graduate Fellowship Award  
 2012 **Canadian Immigrant Magazine & Royal Bank of Canada**, Top 25 Canadian Immigrants of Canada

### **PAPERS PRESENTED**

*“Two-way Integration of Internationally Educated Health Professionals – can we get past the idealism?”*. Co-presented with Manola Barlow, Nuzhat Jafri and Dr. Zubin Austin, at the Metropolis Conference, Montreal, Mar 2017.

*“Beyond surviving, thriving – the case of ‘integrated’ internationally educated nurses”*. Co-presented with Josephine Etowa, PhD, at the Canadian Health Workforce Conference, Ottawa, Oct 2016

*“Workplace Integration: Key Considerations for Internationally Educated Nurses and Employers”*. Co-presented with Josephine Etowa, PhD, at the National Partners in Education and Integration of IENs Conference, Vancouver, Apr 2016.

*"Organizational Levers for Integration of Internationally Educated Nurses – A Qualitative Case Study of an Exemplar Organization"*. Co-presented with Josephine Etowa, PhD, at the Nursing Leadership Network of Ontario Conference, Toronto, Mar 2016.

*"Unpacking Two-way Integration of Internationally Educated Nurses in Healthcare"*. Presented at University of Ottawa Nursing Research Rounds, Ottawa, Feb. 2016.

*"Beyond Transition: Workplace Integration of Internationally Educated Nurses – A Qualitative Study"*. Co-presented with Josephine Etowa, PhD, at the Qualitative Health Research Conference, Toronto, Oct, 2015. *Preliminary Findings & Analysis* presented at the Nursing Leadership Network of Ontario, Toronto, Mar. 2015.

*"Transition Supports for the Workplace: Perspectives of IENs in Ontario"*. Co-presented with Hossein Khalili, PhD, at the Nursing Leadership Network of Ontario, Toronto, Mar. 2015.

*"Understanding Power Relationships in the context of Workplace Integration of Internationally Educated Nurses – A Theoretical Analysis"*. Co-presented with Josephine Etowa, PhD, at the Canadian Health Workforce Conference, Ottawa, Oct 2014

*"Current Perspectives on Integration of Internationally Educated Nurses in the Healthcare Workforce"*. Co-presented with Josephine Etowa, PhD, at International Journal of Arts and Sciences Conference 2014, Toronto, May 2014

*"Internationally Educated Nurses are Worth It! – A Return on Investment Analysis"*. Presented at 8<sup>th</sup> Annual Conference of Partners in Education and Support of IENs National Conference 2014, Toronto, May 2014 and co-presented with Ruth Wojtiuk at Metropolis Conference 2014, Gatineau, Mar 2014

*"Understanding Integration of Internationally Educated Nurses in Canada's Healthcare System – A Conceptual Framework"*. Co-presented with Josephine Etowa, PhD at: Fourth International Conference on Health, Wellness and Society", Vancouver, Mar 2014

*"IEN Integration – What are we talking about anyway?"* Presented at: Partners in Education and Support of IENs National Conference 2013, Banff, Apr 2013

*"IENs Transitioning into the Workplace in Ontario – A Visual Ethnography Research Project"*. Co-presented with Pat Bradley, PhD at: Partners in Education and Support of IENs National Conference 2012, Winnipeg, Apr 2012

*"IEHP Post-Licensure Workplace and Professional Integration"*. Presented at: Metropolis Conference 2012, Toronto, Mar 2012

*"Evaluation of Client Support Services Pilot for Government Assisted Refugees"*. Presented at: Ontario Resettlement Assistance Program Conference, Toronto, Feb 2009

*"A National Strategy for Resettlement Assistance for Government Assisted Refugee Children & Youth"*. Presented at: National Resettlement Assistance Program Conference, Vancouver, Jan, 2007

*"Evaluation of Life Skills Program Pilot for Government Assisted Refugees"*. Presented at: Ontario Resettlement Assistance Program Conference, Toronto, Feb 2005

*"Implementing a Client Telephone Satisfaction Survey for Culturally Diverse Populations"*. Presented at: Canadian Home Care Association, Dec 2001.

*"Creating Evaluation Processes that are Responsive to Canada's Ethno-Racially Diverse Communities"*. Presented at: Canadian Evaluation Society Conference, May 1999.

*"Ethnocultural Diversity: Creating Responsive Programs for Older People"*. Presented at: Ontario Gerontological Association, Annual Conference, Apr. 1999.

*"The Tie that Binds: Community Development to Reach the Underserved"*. Presented at: Canadian Breast Health Educators' Workshop, Mar 1999.

*"The Regional Women's Health Centre: Challenges of a Community Oriented Program Based in a Canadian Hospital"*. Presented at: International Women and Health Conference, Quezon City, Philippines, Nov 1990; International Conference on Positive Action for Women; Vittoria Gastiez, Spain, Jun 1990; Ambulatory Care Association for Ontario Meeting, Toronto, Ontario, May 1989.

### **PEER-REVIEWED PUBLICATIONS**

2017 Ramji, Z. & Etowa, J. (forthcoming). Workplace Integration: Key Considerations for Internationally Educated Nurses and Employers. Under Review by *Administrative Sciences Journal*.

Ramji, Z. & Etowa, J. (forthcoming). Unpacking "two-way" workplace integration of internationally educated nurses. Under Review by *Nursing Inquiry*.

Nov 2015 Ramji, Z. & Etowa J. Towards a Conceptual Framework for Workplace Integration of Internationally Educated Nurses *Management Education: An International Journal*, Volume 15, Issue 3, November 2015, pp.1-11.

May 2015 Khalili, H., Ramji, Z., Mitchell, J. & Raymond, G. Transition Supports for IENs in Workplace: Perspectives of IENs in Ontario. *Journal of Nursing and Health Care* Vol2 No2.

2014 Ramji, Z. & Etowa, J. Current Perspectives on Integration of Internationally Educated Nurses into the HealthCare Workforce. *Humanities and Social Sciences Review*. CD ROM: ISSN: 2165-6258: 03 (03):225-233 (2014)

### **EDITORIAL & PEER REVIEW ACTIVITIES**

Jan 2017 Review for Health Policy Research and Systems Journal

Jan 2017 Reviewer for the Healthcare Management Forum

Sep 2016 Reviewer Candidate for the Canadian Centre for Accreditation

Jun 2014 Reviewer for the Canadian Journal of Nursing Research

May 2014 Reviewer for the International Journal of Arts & Sciences