

# Rapid Decision Support

A product of the Contextualized Health Research Synthesis Program  
Newfoundland & Labrador Centre for Applied Health Research

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## Disclaimer:

*Researchers at the Newfoundland & Labrador Centre for Applied Health Research are not experts on this subject topic and are relaying work produced by others. This report has been produced quickly and it is not exhaustive, nor have any included studies been critically appraised.*

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## Health System Navigation: A Jurisdictional Scan

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**Search focus:** For this *Rapid Decision Support*, CHRSP researchers sought to identify examples from other Canadian provinces that use whole health system navigation. Our researchers conducted a quick search (i.e., not exhaustive) for health system navigation services at a broad level rather than navigation that focuses on specific populations, health conditions, or settings.

**What we found:** We found four recent environmental scans that describe various health navigation services/ programs/ models as well three policy reports. In addition, a brief online search of Canadian jurisdictions identified several other potentially relevant examples.

**Content Summary:** The content of this report focuses on existing examples of broad health system navigation targeted to the general population. Please note that existing health navigation services/programs tend, overall, to be designed for specific patient groups (e.g., navigators for people in certain age ranges or for those with particular clinical conditions) rather than using an overarching health system navigation approach.

In Section 1 of this report, we list provincial examples of whole navigation services/ programs/ approaches. We have excluded most examples of navigation services that focus on specific populations, conditions, or settings unless they looked potentially relevant for NL decision makers. In Section 2, we provide a reference list of relevant environmental scans and other related policy documents with key quotes included for each entry.

## Section 1: Provincial Health System Navigation Approaches/ Services/ Programs

Table 1 below focuses on navigation services, programs or approaches in Canada<sup>1</sup> intended for all health system users/ a broad population of health system users, rather than being narrowly restricted to age categories, health conditions, or settings (e.g., cancer care navigation, hospital setting).

Table 1: Summary of Health System Navigation in Other Canadian Provinces

Provinces	Program/Service	Description	LINKS
Alberta	<b>211 Alberta</b>	<ul style="list-style-type: none"> <li>• <b>Access:</b> Phone, text, and chat services are available 24 hours a day, 7 days a week, in over 170 languages. Dial 211 for telephone service; Text 211 and type INFO for texting service</li> <li>• Confidential service that provides information and referral to a wide range of community, social, health, and government services</li> <li>• Certified <b>community resource specialists</b> are trained to help people navigate the complex network of social services. They can help people find: basic needs (food, clothing, shelter, and financial support) employment resources, parenting support counselling/support groups, healthcare, legal services, and more.</li> </ul>	<a href="#">Landing Page for 211 Alberta</a>
	<b>Cochrane Community Health Centre Program Navigation, Alberta Health Services</b>	<ul style="list-style-type: none"> <li>• This is an informal role, where a staff member speaks with patients to assess their needs. Based on these identified needs, the staff member will recommend – and if needed, provide a referral to – appropriate outpatient programs offered at the Cochrane Community Health Centre</li> <li>• Area served: Calgary Zone (Cochrane and surrounding area)</li> </ul>	<a href="#">CCHC Switchboard Services</a>  Cited in <a href="#">Tang, 2021</a>
	<b>Health Link, Alberta Health Services</b>	<ul style="list-style-type: none"> <li>• Province-wide covering all zones, for health advice or information, links to navigation services (<a href="#">Landing page for 811 Health Link</a>)</li> <li>• Provides a variety of services (both online and via telephone) including symptom-based triage (or health advice), access to a mental health helpline, tobacco</li> </ul>	<a href="#">Navigation Services available through HealthLink BC</a>

<sup>1</sup> Please note health navigation programs and services from Newfoundland and Labrador are not included in this table as it is our understanding that work is already underway to collect local examples/programs/services.

Provinces	Program/Service	Description	LINKS
		<p>cessation counselling, dementia advice, and general health information. It can also assist patients in finding an available family doctor as well as referring to addictions programs, as needed.</p> <ul style="list-style-type: none"> <li>• Health Link Navigation Services can help people find their way in Alberta’s healthcare system. Information and Referral Specialists will guide people to the right care provider, at the right time, in the right place</li> <li>• Navigation Services are available to all Albertans by dialing 811</li> <li>• Health Link informs people about their healthcare options in community, provides access to immunization records, or referrals for addictions, mental health, dietician services, dementia care, and many more healthcare services.</li> </ul>	<p>Cited in <a href="#">Tang, 2021</a></p>
	<b>iKnow Health, Imagine Citizens Network</b>	<p><b>Imagine Citizens Network</b></p> <ul style="list-style-type: none"> <li>• Alberta-based network of people and community-oriented partners that creates pathways to bring citizen voices into the healthcare system to drive transformation</li> <li>• Builds health literacy, knowledge, skills and confidence so people can better navigate and advocate for themselves when using Alberta’s health information and service</li> </ul> <p><b>ICN Connectors</b></p> <ul style="list-style-type: none"> <li>• People who are respected and trusted and act as connectors within their communities: build community capacity to engage and manage personal and family health concerns and interactions with health organizations; listen to ideas for change and innovation from the lived experiences of people in their own community.</li> </ul>	<p><a href="#">iKnow Health Landing Page</a></p> <p><a href="#">iKnow Health Background</a></p> <p><a href="#">iKnow Healthcare Basics</a></p>
	<b>Myhealth.alberta.ca</b>	<ul style="list-style-type: none"> <li>• Website with health system navigation links</li> <li>• Includes health information and tools that enable the user to check symptoms, learn more about a health condition or medicine.</li> <li>• List options for health information/tools include: symptom checker, Health A-Z, MyHealth Records, Patient Care Handouts, Medications, Tests &amp; Treatments</li> </ul>	<p><a href="#">my.health Landing Page</a></p> <p>Cited in <a href="#">Pedulla, 2022</a></p>

Provinces	Program/Service	Description	LINKS
		<ul style="list-style-type: none"> <li>Page includes other links to: Important phone numbers; Healthcare Providers, Know Your Options: Learn Where to Get the Care You Need; Find Healthcare; Find a Service or Facility; Emergency Department Wait Times</li> </ul>	
	<b>Primary Care Network (PCN) Navigation programs</b>	<b>Camrose PCN</b> <ul style="list-style-type: none"> <li>There is a <b>nurse navigator</b> at the local University of Alberta satellite location in Camrose to assist students by directing them to appropriate services for any health-related concerns. When there is a need voiced by patients of Camrose PCN, PCN staff help patients determine and direct patients to the appropriate resources.</li> </ul>	<a href="#">Camrose PCN Landing Page</a>  Cited in <a href="#">Tang, 2021</a>
<b>Grande Cache PCN</b> (now called Bighorn Primary Care Network) <ul style="list-style-type: none"> <li>When the family physician makes a referral to a specialist physician, <b>the patient navigator</b> coordinates this appointment by providing appointment information to the patient, and by ensuring all diagnostic testing and prerequisites for this appointment have been completed.</li> </ul>		<a href="#">Bighorn PCN Landing Page</a>  Cited in <a href="#">Tang, 2021</a>	
<b>Lakeland PCN Social Worker Outreach</b> <ul style="list-style-type: none"> <li><b>Social workers</b> provide psychosocial support, provide counselling support, conduct home visits, and connect patients with community resources (e.g. housing, transportation).</li> <li><b>Resource navigation</b> – helping people find and access appropriate programs, funding, or supports to meet unique needs: Patient advocacy; Assessing risk and support needs of various client groups; Supportive counselling, including referrals to other professionals if required; Cancer Navigation Services; Palliative Care Support; Filling out applications and forms; Attending appointments with patients, if needed; Providing information sessions and support groups on topics such as managing stress, depression, anxiety, grief, coping with new diagnosis and more</li> <li><b>Access</b> -Referrals can come from your physician, community agencies, other professionals, or you can refer yourself; Call the Lakeland PCN at 780-645-1188;</li> </ul>		<a href="#">Lakeland PCN Social Work Outreach</a>  Cited in <a href="#">Tang, 2021</a>	

Provinces	Program/Service	Description	LINKS
		<p>Phone: 780-645-1188; Visit the Lakeland PCN office at St. Paul Wellness Centre (#101 4801-39 Street, St. Paul AB)</p>	
		<p><b>Northwest PCN Medical Social Worker, Primary Care Network</b></p> <ul style="list-style-type: none"> <li>• <b>A social worker</b> works with patients and the local population to ensure that they have access to funding and services. This individual directs individuals to appropriate programs, helps with completing forms as needed, advocates for patients, sets up appointments, and arranges travel to appointments at larger centres. A second part of this role is to assist specifically with the neurodevelopmental clinic (team of physicians from Edmonton) and the local fetal alcohol spectrum disorder organizations to ensure that patients with FASD have a care team established.</li> <li>• Program offers a collaborative-care approach that supports the physical, emotional, and social well-being of clients. The team will educate, support, and guide clients toward self-management of healthy lifestyle changes. They help navigate complex health and social systems, and guide clients along the path to a healthier, more confident sense of self.</li> <li>• Contact the Northwest Primary Care Network at 780-841-3203</li> </ul>	<p><a href="#">Northwest PCN Medical Social Worker</a></p> <p>Cited by <a href="#">Tang, 2021</a></p>
		<p><b>Rocky Mountain PCN Nurse Navigator, Primary Care Network</b></p> <ul style="list-style-type: none"> <li>• <b>A nurse navigator</b> provides assistance to the family physicians at this clinic to help expedite patient care and to help patients navigate through the health care system</li> <li>• <b>Referrals:</b> The Nurse Navigator is a patient and physician advocate who assists physicians in putting together referrals to specialists and specialty programs. The nurse ensures that your referral and requisitions are done with efficiency and in a timely manner... If you are waiting on a referral and have seen your physician but have not received a phone call from the Nurse Navigator within a week of seeing your physician please call (403)845-3085.</li> <li>• <b>Diagnostic Testing:</b> Diagnostic Testing Requisitions also come through the Nurse Navigator. Depending on the investigation, will determine the wait time. Urgent</li> </ul>	<p><a href="#">Rocky Mountain PCN Nurse Navigator</a></p> <p>Cited in <a href="#">Tang, 2021</a></p>

Provinces	Program/Service	Description	LINKS
		diagnostics can be a wait time of 1 day – 2 months, semi-urgent can be one week – 3 months wait and non – urgent can be from 3-9 months	
British Columbia	Health System Navigator, HealthLink BC	<ul style="list-style-type: none"> <li>• <b>HealthLink BC’s health service navigators</b> can provide you with health information, help you navigate the health care system and find health services across the province, or connect you with a registered nurse, registered dietitian, qualified exercise professional, or pharmacist.</li> <li>• <b>The Navigation Services team</b> is a dynamic group of health service navigators, shift leaders, operations leads, managers and support staff. The team works in a 24/7/365 contact center environment to facilitate health information and referrals to the public and health professionals throughout the Province. Duties include responding to telephone calls from the public, providing information and referrals and identifying available health service options in accordance with established criteria</li> <li>• Toll-free at 8-1-1 in B.C., or for the deaf and hard of hearing, call 7-1-1. A <b>health service navigator</b> will help you find the information you are looking for or transfer you to a registered nurse, registered dietitian, licensed pharmacist or qualified exercise professional. <b>Our navigators can also help you find a health service in your community such as a walk-in clinic or urgent primary care centre.</b> Translation services are available in over 130 languages</li> </ul>	<a href="#">HealthLink BC Health Service Navigator Career</a>  <a href="#">HealthLink BC Navigation Services</a>  <a href="#">HealthLink BC Health Connect Registry for East Kootenay</a>
	Indigenous Patient Navigation	<ul style="list-style-type: none"> <li>• 49 IPNs across 6 regional health authorities, province-wide</li> <li>• Example: <b>Vancouver Coastal Health:</b> Indigenous Patient Navigators support patients, families and staff while respecting local traditions, protocols, and practices to ensure culturally safe health care services.</li> <li>• Example: <b>Interior Health Aboriginal Patient Navigator Service:</b> We offer practical support to aboriginal persons utilizing Interior Health services through hospital liaison and referral processes. Our purpose is to provide a communication linkage between the patient, family, community and health care provider, assisting the care team with health care, mental health, substance use and discharge planning. Provides non-clinical services and is an adjunct to health care staff.</li> </ul>	<a href="#">HealthLink BC Aboriginal Patient Navigator</a>  <a href="#">Vancouver Coastal Health Indigenous Patient Navigators</a>

Provinces	Program/Service	Description	LINKS
			Cited in <a href="#">Hiscock, 2022</a>
Ontario	ARC Model, primary care practices	<ul style="list-style-type: none"> <li>ARC model consisted of social prescribing in which navigation services were integrated.</li> <li>ARC navigator received 12 week online and face to face training (patient-centric communication approach, and motivational interviewing to create engagement and promote patient self-efficacy)</li> <li>The navigation services consisted of informational support (e.g., identifying potential resources and explaining the services they provide), instrumental support (e.g., communicating with resource staff to ensure eligibility and alignment with patient needs, completing enrolment/application forms, scheduling appointments, and harnessing additional resources to overcome barriers related to transportation, language, caregiver responsibilities, and other factors), and emotional support (e.g., accompanying the patient to a program’s initial visit; advocating for action on behalf of the patient, offering encouragement, and promoting empowerment).... provided education about existing online and telephone navigation services to support patient empowerment in their self-care.... ensured adequate exchange of information across the primary care and community sector to promote information continuity and system integration.... provided progress notes to the patient’s PCPs at the start and end of the navigation services and communicated urgent matters if these arose. The navigation services were intended to be episodic and were discontinued when the patient had accessed the needed service(s) or no longer wished to receive navigation support to access these services. This was expected to take no more than 3 months, but support was continued beyond that time frame if required</li> </ul>	Studied in <a href="#">Dahrouge, 2022</a>
	Health 811	<ul style="list-style-type: none"> <li>Primarily for health advice through phone/chat with a registered nurse</li> </ul>	<a href="#">Health 811 Landing Page</a>



Provinces	Program/Service	Description	LINKS
		<ul style="list-style-type: none"> <li>Website includes links to services: Find a health service; Check your symptoms; Get health advice; Search the medical library; Health care programs and services in Ontario</li> </ul>	
	<b>Health Care Navigation Service</b>	<ul style="list-style-type: none"> <li>The Ontario government is awarding a contract to create a one-stop, <b>digitally enabled navigation tool with fully bilingual services</b> that will increase access to care and improve equity....‘Digital Front Door’ to Ontario’s health care system, offering a place where they can have easier access to health information, advice, initial triage, symptom checking, mental health and addictions supports, home and community care, caregiver supports, information on finding a local doctor or nurse practitioner, and virtual care to become connected to health information and health care services across the province and to receive guidance throughout their health care journey</li> <li>...provides a range of wholistic health and mental health navigation, advocacy, discharge planning and support services to Indigenous people to improve the equitable access to and quality of health services.</li> <li><b>Health Navigators</b> provide a range of wholistic health and mental health navigation, advocacy, discharge planning and/or support services (e.g., Indigenous language translation, intake tables with community service providers) to Indigenous peoples to support them in navigating complex health systems (e.g. provincial, federal and community-based health services)</li> </ul>	<p><a href="#">Ontario Health Care Navigation Service Overview</a></p> <p><a href="#">Ontario Healthcare Navigation Service Project Overview</a></p> <p><a href="#">Health Navigator Program About Page</a></p> <p>Cited in <a href="#">Pedulla, 2022</a></p>
	<b>System navigation, Healthline Information Network</b>	<ul style="list-style-type: none"> <li>Founded in 2001, we’re an award-winning <b>digital health non-profit</b> committed to connecting patients and caregivers to services, health and social services providers to other providers and health system planners to information. We’re driven by an unrelenting commitment to simplifying system navigation by building useful and usable online tools. Becoming healthier is challenging; finding care shouldn’t be.</li> </ul>	<p><a href="#">Health Line Information Network Landing Page</a></p>



Provinces	Program/Service	Description	LINKS
		<ul style="list-style-type: none"> <li>An authoritative health service directory that makes navigating the health care system easier. With 47,000 detailed records for home, community, primary, acute and long-term care services, Our online service directory is the most widely used, online system navigation tool in Ontario.</li> </ul>	
	<b>Indigenous Patient Navigation,</b> Aboriginal Health Centre	De dwa da dehs nye>s Aboriginal Health Centre (DAHC) <ul style="list-style-type: none"> <li>The <b>IPN program provides</b> services to First Nations, Metis and Inuit individuals and families in the Hamilton, Niagara, Haldimand-Norfolk and Brant region.</li> <li>Services Include:               <ul style="list-style-type: none"> <li>Culturally appropriate resources for health care providers &amp; individuals from hospital and to home</li> <li>Linkages and liaison between the health care system &amp; community services/support (e.g. acute care, residential treatment, mental health, addictions etc.)</li> <li>Assistance on a patient’s journey to health and healing through traditional healing, traditional practitioners, medicines and cultural practices as well as assistance with western models of care that can be foreign and complex</li> <li>Collaboration with service providers about the needs of indigenous people based on a number of factors including intergenerational trauma and the legacies of colonization</li> <li>Service care navigation across the health care system</li> <li>Identifying and addressing challenges and barriers to health care needs</li> <li>Assistance and collaboration with discharge plans</li> <li>Referrals and linkages to community services</li> <li>Connection to traditional healing programs and services</li> <li>Enabling open lines of communication between individuals and health care providers</li> </ul> </li> </ul>	<a href="#">DAHC Indigenous Patient Navigation</a>  Cited in <a href="#">Hiscock, 2022</a>

Provinces	Program/Service	Description	LINKS
		<ul style="list-style-type: none"> <li>Supporting individuals and family members to understand and participate in their plan of care</li> </ul>	
	<b>Ontario 211</b>	<ul style="list-style-type: none"> <li>211 Is a helpline that easily connects people to the social services, programs and community supports available through call, text or chat.</li> <li>Our <b>Community Navigators</b> are trained on how to ask the right questions to fully understand a person’s needs and have access to a database with tens of thousands of programs and services across the province</li> <li>Includes an online keyword search for community and social resources as well as resources listed by topic: Abuse/Assault; Community Programs; Disabilities; Emergency/Crisis; Family Services; Financial Assistance; Food; Francophones; Health Care; Homelessness; Housing; Indigenous Peoples; Mental Health/Addictions; Newcomers; Older Adults; Youth</li> </ul>	<a href="#">211 Ontario Landing Page</a>
	<b>System navigation services, Ontario Health Teams</b>	<ul style="list-style-type: none"> <li><b>Ontario Health Teams</b> are expected to offer patients, families and caregivers 24/7 <b>coordination and system navigation services</b> for patients who need them. This includes individualized care planning, care pathways, health literacy support, digital access to care information and shared decision making</li> </ul>	<a href="#">OHT Patient Navigation About Page</a>
		<p><b>Burlington Health Navigator App</b></p> <ul style="list-style-type: none"> <li>Burlington Ontario Health Team is a collaboration of health care partners from all sectors in Burlington and surrounding communities, including primary care, hospital care, long-term care, community health services, and social service groups, who are working together with a goal of providing coordinated care for patient.</li> <li><b>Health Navigator App:</b> Our app gives you access to everything Burlington OHT from programs to services– all conveniently on your mobile device.</li> <li><b>Navigate Health Services Page:</b></li> </ul>	<a href="#">Burlington OHT Landing Page</a>  <a href="#">Health Navigator App Press Release</a>

Provinces	Program/Service	Description	LINKS
		<ul style="list-style-type: none"> <li>○ Includes Resources to help patients: How can we help you? I Need a Family Doctor, I Need Home &amp; Community Care; I Need Hospital Services; I Need Social Connection; I have a Crisis; Speak to a Resource Specialist</li> <li>○ Includes Find Resources including: Programs to Know about; Mental Health &amp; Addictions; Older Adult Care; Chronic Disease Management; Palliative &amp; End of Life Care; Families &amp; Caregivers; Women’s Health &amp; Parenting; Health Equity; About Burlington OHT</li> <li>○ Includes Digital Services: Health811; Patient Portals</li> <li>○ Includes Additional Information: Local COVID-19; Have your say</li> <li>○ Includes Provincial Resources: ConnexONtario; 211; Healthline; Ontario Works; Health811</li> </ul>	<a href="#">Burlington OHT Navigate Health Services landing page</a>
		<p><b>Dryden Area Family Health Team</b></p> <ul style="list-style-type: none"> <li>● A <b>patient navigator</b> is a health professional that focuses on the patient's needs. The navigator helps guide the patient through the healthcare system and works to overcome obstacles that are in the way of the patient receiving the care and treatment they require. Some of the responsibilities of the patient navigator include applications to financial aid, funding applications, housing and long-term care, straightening out complex cases and providing medical case management to patients who require assistance and support. The navigator provides long and short-term care to patients who come from all backgrounds and walks of life as well works with other health care professionals and community programs of health and social support.</li> </ul>	<a href="#">Dryden FHT Patient Navigator</a>
	<b>Niagara Health Navigator</b>	<ul style="list-style-type: none"> <li>● Niagara Health is a regional hospital system with multiple sites and a growing network of community-based and virtual services. Community-based academic centre with a team of more than 73000 employees, physicians, volunteers and patient partners.</li> </ul> <p><b>Niagara Health Navigator – Mobile Tool for Integrated Care</b></p> <ul style="list-style-type: none"> <li>● Over time, the Niagara Health Navigator will let patients use their digital identity to book appointments, register in advance at the hospital, or set up reminders and notifications anytime, on their mobile device</li> </ul>	<a href="#">Niagara Health Navigator Info</a>  Cited in <a href="#">Pedulla, 2022</a>

Provinces	Program/Service	Description	LINKS
	<b>System Navigation,</b> Pinecrest - Queensway Community Health Centre	<ul style="list-style-type: none"> <li>• This service can help people better understand the health and social service system. Services are provided Monday to Friday.</li> <li>• Appointments are available virtually, by phone or video chat. Please call the centre to make an appointment with a System Navigator.</li> </ul>	<a href="#">Pinecrest - Queensway CHC Landing Page</a>  <a href="#">PQCHC – What is a System Navigator?</a>  Cited in <a href="#">Markoulakis, 2021</a>
	<b>Systems Navigator,</b> West Elgin Community Health Centre	<ul style="list-style-type: none"> <li>• <b>Systems Navigators</b> support individuals and families to discover and access appropriate programs and services. Some examples include:               <ul style="list-style-type: none"> <li>○ Referrals to Home and Community Care</li> <li>○ Help finding a medical care provider</li> <li>○ Linking people to other health care services like mental health counseling or diabetes education</li> <li>○ Referrals to programs offered at the Health Centre</li> <li>○ Referrals to community support agencies in the community</li> <li>○ Referrals and help with forms for Ontario Disability or Ontario Works, etc.</li> <li>○ Assistance with applications for Unemployment or medication coverage</li> </ul> </li> <li>• Connection to a social prescription</li> </ul>	<a href="#">WECHC Systems Navigation</a>

Provinces	Program/Service	Description	LINKS
Quebec	811 Quebec	<ul style="list-style-type: none"> <li>Free and confidential telephone counselling hotline. Four options are available to meet your specific need: Health advice for everyone (option1); Pediatric line (option 1); Psychosocial and mental health advice (option 2); Services for people waiting for a family doctor (option 3)</li> <li>Includes links to online services: Accessing the Primary Care Access Point; Scheduling an appointment online; Finding a clinic that offers same-day or next-day medical appointments; Registering with a family doctor</li> </ul>	<a href="#">811 Quebec</a>  Cited in <a href="#">Pedulla, 2022</a>
	Indigenous Patient Navigation, Doctors of the World	2IPNs <ul style="list-style-type: none"> <li>Founded in 2018, the <b>Indigenous Navigators project</b> aims to facilitate access to diverse health and social services for Indigenous people experiencing homelessness in Montreal. The Navigators meet with people where they are and adapt to their clients' realities and specific cultures.</li> <li>The Navigators are themselves Indigenous and work to help other Indigenous people understand and navigate the health system's complexities. They are not healthcare practitioners; rather, their role is to create a safe space, built on trust and cultural awareness, to better understand people's needs and their individual barriers to accessing care in the public healthcare system. In this way, the Navigators help to ensure access to appropriate and adapted care and facilitate the coordination of care services</li> </ul>	<a href="#">Doctors of the World - Indigenous Navigators</a>  Cited from <a href="#">Hiscock, 2022</a>
North West Territories	Patient Advocate, Office of Client Experience and Senior Indigenous, Health and Social Services Authority	<ul style="list-style-type: none"> <li>The Health and Social Services System has created <b>The Office of Client Experience and Senior Indigenous Patient Advocate positions</b>. This initiative was developed to: <ul style="list-style-type: none"> <li>Provide <b>system navigation</b> to all residents and guests in the Northwest Territories.</li> <li>Work to ensure patients receive culturally safe and equitable care to help deal with the impact of illness and hospitalization.</li> <li>Provide cultural, spiritual and emotional support.</li> </ul> </li> </ul>	<a href="#">NTHSSA Office of Client Experience</a>

Provinces	Program/Service	Description	LINKS
		<ul style="list-style-type: none"> <li>○ Help make connections with family members, elders and community organizations.</li> <li>○ Provide support and solutions for Indigenous residents and their families based on their needs.</li> <li>○ Advocate for Indigenous residents and guests</li> <li>● What happens when you submit a request System Navigation: <ul style="list-style-type: none"> <li>○ You will be contacted by someone from The Office of Client Experience. They may: schedule a follow-up call to seek additional details, work with our internal and external partners to provide you with an informed response, relevant support services and any ongoing assistance you may require.”</li> <li>○ Contact the Office of Client Experience at: HSS_Clientexperience@gov.nt.ca or call our toll free line at (1-855- 846-9601). The office is open Monday to Friday- 09:00-1600hrs. The office is closed from 12:00-1:00pm Monday to Friday, on weekends or statutory holidays</li> </ul> </li> </ul>	
Manitoba	211 Manitoba	<ul style="list-style-type: none"> <li>● 211 Manitoba is the front door to community-based government, health and social services designed to meet the needs of diverse populations, across all different aspects of life. It is a free, confidential service available 24 hours a day, seven days a week in more than 150 languages, including 4 Indigenous languages</li> <li>● Accessed mainly by telephone with text-based chat available</li> <li>● Website also includes online keyword search for identifying community, government and social services</li> <li>● Also has list of topics linking to other resources e.g., Mental Health/Addictions; Older Adults; Homelessness; Food/Basic Needs; Emergency/Crisis; Housing; 2SLGBTQ+; Accessibility; Community and Culture; Consumer Debt Services; Education; Employment/Training; Health; Income Support; Indigenous; Legal Advocacy; Newcomers; Parenting; Victim Support; Youth/Young Adults</li> </ul>	<a href="#">Manitoba 211 Landing Page</a>

Provinces	Program/Service	Description	LINKS
		<ul style="list-style-type: none"> <li>Also has a list of Current &amp; Frequently Accessed Information</li> </ul>	
	<b>Health Care Options for Manitoba Families</b>	<ul style="list-style-type: none"> <li>Web listing of health services including: Nurse call centre 24/7; Better home care; QuickCare Clinics; Cancer drugs now free; Dial-a-Dietitian; Family Doctor Finder; Diabetes prevention; Access Centres</li> </ul>	Cited in <a href="#">Pedulla, 2022 LINK</a>
	<b>Indigenous Patient Navigation</b>	<p>Quick reference resource to help connect people to health navigation supports in Manitoba. Listing of various navigation services e.g.,</p> <ul style="list-style-type: none"> <li>Assembly of Manitoba Chiefs - Eagle Urban Transition Centre (EUTC)</li> <li>Assembly of Manitoba Chiefs – Patient Advocate Unit (AMC-PAU)</li> <li>WRHA Indigenous Health - Patient Services</li> <li>Four Arrows Health Authority, NIHB Navigator</li> <li>Manitoba Keewatinowi Okimakinak, Client Navigator</li> </ul>	<a href="#">WRHA Indigenous Navigation Supports</a>  Cited in <a href="#">Hiscock, 2022</a>
<b>Nova Scotia</b>	<b>211 Nova Scotia</b>	<ul style="list-style-type: none"> <li>24/7 connection to the programs and services in your community that matter most to you. Through information and referrals, we help connect you to local community groups, non-profit and government organizations.</li> <li>“Our <b>navigators</b> are trained to deal with the most complex and sensitive questions. As a result of your call, we can help connect you, a family member, a friend, neighbour, or a client with organizations able to meet your needs.”</li> <li>Access through telephone, text, email, chat online or use online search tool, translation service that is available in over 140 languages</li> <li>Online search tool is available to find programs and services in the community either through a keyword search or selecting from a list of topics: Emergency/Disaster; Violence and Abuse; Housing/Shelters; Child, Youth and Family; Continuing Care; Food Support; Financial; Older Adult Services;</li> </ul>	<a href="#">Nova Scotia 211 Landing Page</a>



Provinces	Program/Service	Description	LINKS
		Newcomer Services; Health, Mental Health and Addiction Services; Disability Support Services; Transportation; Government/Legal; Seasonal	
	<b>811 Nova Scotia Online Search</b>	<ul style="list-style-type: none"> <li>• Have a page on the website dedicated to Search Health Information Topics Online</li> <li>• Includes alphabetical list of health topics and keyword search</li> </ul>	<a href="#">Nova Scotia 811 Health Info Topics</a>
	<b>Mi'kmaw Indigenous Patient Navigator, Halifax</b> (new position fall 2023)	<ul style="list-style-type: none"> <li>• Supports access and coordination of services for Mi'kmaw Indigenous patients (i.e.: discharge planning)a resource for Indigenous clients to access culturally safe and client centered care,</li> <li>• Facilitates relationship building between Mi'kmaw Indigenous community health programs, Nova Scotia Health (NSH)/IWK Health, provincial health system partners, and services and community sites/clinics within the zone,</li> <li>• Provides regular feedback and advice to senior leadership, zonal partners and Indigenous consultants around improving access to appropriate care.</li> <li>• Provides support and advocacy for Indigenous clients and their families by facilitating and coordinating access to health care services, cultural/spiritual needs, and networking with the Nova Scotia Mi'kmaw and health systems and community partners that provide services to Mi'kmaw and Indigenous people,</li> <li>• Will collaborate with Mi'kmaw and Indigenous clients and their families to provide guidance and advocacy as they navigate the multitude of treatments, services, and potential barriers throughout their health care journey</li> </ul>	<a href="#">CBC Story - NSH Indigenous Patient Navigator</a>  <a href="#">Mi'kmaw Indigenous Patient Navigator Job Posting</a>
	<b>Nshealth.ca</b>	<ul style="list-style-type: none"> <li>• <b>Online keyword search</b> with listing of other health resource links</li> <li>• You can search the Nova Scotia Health website for Hospitals and other facilities and locations, topics like Diabetes, or Clinics, Programs and Services by name or keyword</li> </ul>	<a href="#">Nova Scotia Health Landing Page</a>

Provinces	Program/Service	Description	LINKS
		<ul style="list-style-type: none"> <li>Includes info on advisories: Emergency Notices, Unplanned disruptions, Service advisories, Services Statuses and Closures, Emergency info</li> <li>Includes links to: Accessing primary care; Online appointment booking, Need a Family Practice Registry; Careers at Nova Scotia Health; Health Stats etc.</li> </ul>	
	<b>Wellness Navigation, Community Health Teams</b>	<ul style="list-style-type: none"> <li>A free, non-urgent service for individuals, families and youth offered by health professionals. Navigation is available to residents of the greater Halifax area with a valid NS health card.</li> <li>Appointments can take place by phone, Zoom for Healthcare, or in person (pending current public health recommendations). For more information, call 902-460-4560 (option 1 for Bedford, 2 for Chebucto, 3 for Dartmouth or 4 for Halifax)."</li> <li><b>Service Description:</b> Health professionals work with adults, children, youth and families to help them find the right resources. Navigators can connect people with or refer them to appropriate health and community services. Appointments can be by phone, Zoom for Healthcare, or in person.</li> <li><b>Eligibility:</b> Open to all</li> <li><b>Application Process:</b> Call the Community Health Team closest to your location to book an appointment</li> </ul>	<a href="#">NS Community Health Teams Landing Page</a>  <a href="#">211 NS Community Health Teams – Wellness Navigation description</a>
<b>Prince Edward Island</b>	<b>Patient Navigators, Health PEI</b>	<ul style="list-style-type: none"> <li>Anyone can access the patient navigator with a question or a concern about how to navigate Health PEI services, including health services that are not offered in PEI and require out-of-province travel.</li> <li>...works directly with patients, their family and caregivers, health care providers and other individuals or organizations that provide patient services and supports in PEI. They can work with health care providers and programs who can support you; <ul style="list-style-type: none"> <li>help you find and access community resources;</li> <li>help coordinate health care services you require; and answer questions you have about the health care system.</li> </ul> </li> </ul>	<a href="#">PEI Patient Navigators</a>

Provinces	Program/Service	Description	LINKS
		<ul style="list-style-type: none"> <li>• Cannot offer treatment suggestions or adjust wait times for procedures or the Patient Registry.</li> <li>• Provide numbers for different patient navigators including: provincial patient navigator, cancer patient navigator, Stroke patient navigator, Mental Health and Addictions patient navigator, Mi'kmaq Health Systems Navigators</li> </ul>	
	<b>Mi'kmaq Health Systems Navigators</b>	<ul style="list-style-type: none"> <li>• Build relationships of trust with Mi'kmaq clients and families and guide them through the health system, attend appointments, ensuring early identification of client emotional, social, and spiritual needs and seeking Western and/or traditional resources and supports, coordinate care and assist with care transitions by serving as liaison between Mi'kmaq clients, their treatment team, and Western and traditional health and wellness system supports, educate clients and family members on disease, treatment options, and follow-up care requirements, facilitate communication and cultural understanding with Mi'kmaq clients, families, and care providers, advocate for improvements in PEI health systems based on identified gaps facing Mi'kmaq clients and families, support Mi'kmaq clients by liaising with the Non-Insured Health Benefits program(link is external) which provides eligible First Nations and Inuit clients with coverage for a range of health benefits that are not covered through other social programs, private insurance plans or provincial or territorial health insurance.”</li> <li>• Two listed, one for the West and one for the East</li> </ul>	<a href="#">PEI Patient Navigators Mi'kmaq Health System Navigators description</a>
<b>Saskatchewan</b>	<b>211 Saskatchewan</b>	<ul style="list-style-type: none"> <li>• 211 Saskatchewan is a free, confidential, 24/7 service that connects individuals to human services in the province by <b>telephone, text, or web chat, plus a searchable website</b> with over 6,000 listings of social, community, non-clinical health, and government services across the province.</li> <li>• Individuals can call 2-1-1, text 2-1-1 or go online to chat with trained professionals to help find and navigate services they need....Over 175 languages, including 17 Indigenous languages, are available over the phone.</li> </ul>	<a href="#">Saskatchewan 211 Landing Page</a>

Provinces	Program/Service	Description	LINKS
	Healthline Online	<ul style="list-style-type: none"> <li>• Website that Includes online keyword search for resources</li> <li>• Includes links for Health &amp; Wellness information: Mental and Behavioral Health; Pregnancy and Childbirth; Substance Use; Cancer Care; Heart and Circulation; Weight Management; Your personal health; More Health Tools for You (Symptom checker, Making health Decisions; Personal Health Calculators)</li> </ul>	<a href="#">SK Health Authority Healthline Online</a>  Cited in <a href="#">Pedulla, 2022</a>
	OverC, Saskatoon	<ul style="list-style-type: none"> <li>• Health advocacy company comprised of licensed experienced health care professionals</li> <li>• Offer services to improve the individual’s experience within the Canadian health care system. Our role is to create better management and coordination of ongoing health care interventions and appointments, as well as reduce the load on the individual patient and their families in decision making and health care communications. We also assist in managing the daily hardships associated with physical and/or cognitive disabilities and illness. Our goal is that this assistance will result in better personal health management and ultimately better health. By working together, sharing our knowledge and expertise, building strong relationships, and creating a strong support team for our clients, we are able to fulfill this role and meet this goal.”</li> <li>• Our services include: Health Care Navigation Health Care Appointment Management &amp; Escort Personal Digital Health Record Creation and Maintenance Professional Health Care Support and Representation OverC offers services in the Saskatoon region.</li> <li>• Will answer questions about difficulties you may have navigating through the health care system, or about the availability of a particular service. From a simple “yes or no” to a detailed research effort, OverC professionals are available to find relevant information for you and get it to you quickly.</li> </ul>	<a href="#">OverC Navigation</a>

Provinces	Program/Service	Description	LINKS
	<b>Client Navigator, Wellness Support Services , STC Health Centre</b>	<ul style="list-style-type: none"> <li>The STC Health Centre offers accessible and culturally based health programs, including addictions, nursing, social work, mental health services, elder supports and peer supports.</li> <li><b>Client Navigator:</b> Client-centered case management, which provides access to services such as navigation through the health system, financial assistance, legal aid, adequate housing, job placement, or education.</li> </ul>	<a href="#">STC Health Centre</a>
<b>Canadian Organization</b>	<b>Systems Navigation in Canada, Canadian Association of Community Health Centres</b>	<ul style="list-style-type: none"> <li>CACHC launched the Systems Navigation Access and Partnership (SNAP) Project. This funding supports initiatives aimed at advancing one or more of the following objectives: <ul style="list-style-type: none"> <li>To help CHCs adopt, adapt, scale up, and improve systems navigation efforts to improve client outcomes and grow the CHC knowledge and practice base across Canada.</li> <li>To help improve overall healthcare access for equity-deserving populations in Canada and overcome barriers to accessing services and continuity of care.</li> </ul> </li> </ul>	<a href="#">Systems Navigation in Canada Landing Page</a>

## Section 2: Relevant Environmental Scans and Policy Documents

### Environmental Scans

Carter et al. **An Environmental Scan of Health and Social System Navigation Services in an Urban Canadian Community**. Sage Open Nursing. 2017. ([LINK](#))

- **Aim:** “to identify and describe: service providers who engage in systems navigation; the clients who require systems navigation support and the issues they face; activities involved; and barriers and facilitators in providing systems navigation support to clients.”
- **Results section includes:** Characteristics of participants; Characteristics of Clients Receiving Navigation Services; Barriers that clients face to access health and social services; Providing Navigation Services to Clients
- **Navigator role, clients and frequently reported navigation activities:** “The majority of respondents (n = 145) were **social workers, social services workers**, or nurses. Clients of navigators struggled with mental health or addictions issues, disabilities, chronic diseases, and history of trauma or abuse. The most frequently reported activities of navigators were building professional relationships, managing paperwork, and communicating with relevant agencies or organizations.”
- **See Table 4.** Most and Least Frequent Navigation Activities Performed by Respondents
- **Suggestions for Improving Navigation Services:** Interagency collaboration and partnership; Support for navigators, A client-centered approach to navigation, needs-based supports for clients
- “Barriers to navigation were time available in the work day, difficulty partnering due to bureaucratic structures, differing philosophies and ways of working, **and a lack of central information repository in the community**. Facilitators were a client-centered organization, the **availability of multiple community resources in the region**, and organizational support. Participants struggled with client waitlists, system issues such as lack of resources and interagency collaboration, and role clarity.”

Hiscock et al. **An environmental scan of Indigenous Patient Navigator programs in Ontario**. Healthc Manage Forum. 2022 Mar. ([LINK](#))

- **Aim:** “to determine evaluation frameworks, training, responsibilities of IPNs, and current IPN programs in Canada.”
- **Findings:** “Across the Canadian healthcare landscape, **we identified several IPN program structures. Specifically, there is wide variability on the role of an Indigenous patient navigator, the types of healthcare facilities they operate within, and the number of IPNs available in a given healthcare setting.** For example, Ontario has a very small number of IPNs and they work within very narrow medical criteria (ie, cancer care or diabetes care) with only 10 IPNs staffed by Cancer Care Ontario serving all Indigenous people accessing cancer treatment in the province”
- **Programs listed in Table 2, criteria for accessing IPN included specific diagnosis but a few of these programs were open to all Indigenous Patients (Note: Relevant examples added to Table 1 above)**

- Suggestions for success “...we suggest that IPN programs will be most successful if IPN staff hired have knowledge and experience in the healthcare system which likely will include holding a professional designation. IPNs who possess knowledge of both the western biomedical system and Indigenous worldviews may be best suited to assist Indigenous patients to better navigate the healthcare system. Examples of accreditation for IPNs are registered nurse, registered social worker, personal support worker, and midwife.”
- **Includes sections on:** organization training, evaluations, job descriptions, accountability, and availability of IPN service found based on materials included in the scan
- **Conclusions:** “Our review of the IPN literature has raised concerns about the lack of policies, programs, and staff assigned to assist Indigenous people as they navigate a system of multiple paths and resources that they may be unfamiliar with and unaware of. As we noted, IPNs can assist with providing culturally safe and welcoming environments for Indigenous patients and their families, especially when coupled with systemic change. **The findings from this environmental scan highlight the need for further work to be done.** Our recommendations offer a starting point for organizations to implement an IPN program based on community involvement.”

Luke et al. **Paediatric patient navigation models of care in Canada: An environmental scan.** Paediatrics & Child Health. 2018. ([LINK](#))

- Environmental Scan (23 navigation programs with representation across Canada), Paediatric Navigation Models in Canada
- **See Table 1. Summary of paediatric patient navigation programs**
  - “Programs varied across a number of different themes, including: condition and disease type, program location (e.g., hospital or clinic), navigator background (e.g., registered nurse or peer/lay navigator) and method of delivery (e.g., phone or face-to-face). **Overall, navigator roles are similar across all programs, including advocacy, education, support and assistance in accessing resources from both within and outside the health care system. (Note: specific to the pediatric population-- not added to Table 1 Summary above)**

Tang et al. **Patient navigation programs in Alberta, Canada: an environmental scan.** CMAJ Open. 2021 Sep 7;9. ([LINK](#))

- **Aim:** “To understand better the scope of services delivered by the provincial health authority, we undertook an environmental scan of patient navigation programs within Alberta Health Services (AHS) and Alberta’s Primary Care Networks (PCNs, or team-based medical homes providing primary care).”
- **Includes sections on:** Program characteristics, Geographic coverage, Classification of programs
- **“Interpretation:** ....found a **total of 58 patient navigation programs across Alberta. Most of these are delivered by individual patient navigators.** Rather than being uniformly accessible across the population, **programs tend to be concentrated in the urban centres and target patients of specific ages or those with specific clinical conditions.** Gaps identified in patient navigation include lack of awareness of programs (by patients and health care providers),



insufficient resources devoted to the programs, unequal access particularly for those living in rural areas, and poor communication and integration across programs, services and sectors.”

**(Note: Applicable programs added to Summary Table 1 above)**

- **Gaps in knowledge in patient navigation:** “Not only is there no consensus on a conceptual definition of patient navigation, its operationalization has been broad and varied, encompassing nearly any service that helps patients overcome obstacles and cope with challenges to their health. As a result, **heterogenous programs — like those identified in this environmental scan — have been developed under the umbrella of “patient navigation,” though they may have little in common.** For example, some believe that there must be patient engagement on an individual basis to be considered patient navigation, whereas others believe that navigation can be delivered without any patient contact. The construct is even less clear when considering different models of delivery. Although nearly all programs that we identified were delivered by patient navigators, navigators do not appear to be necessary to the construct of patient navigation. For example, 2 scoping reviews on patient navigation identified studies that included either a navigator or the process of navigation. What this process is or entails, however, remains undefined. **The general lack of understanding of Web-based and system-level patient navigation has likely contributed to under-recognition of these forms of patient navigation in both the literature and in our environmental scan.”**
- **Conclusion:** “We found patient navigation programs delivered to the general population in primary care settings, as well as programs targeted to specific groups of patients based on age and presence of certain chronic diseases. Despite the prevalence of these programs, there remain gaps in patient navigation, particularly with respect to lack of awareness of programs, unequal access and lack of emphasis on addressing social vulnerabilities that frequently result in delays in care.”
- **See Table in Appendix 2: Description of patient navigation programs and services within Alberta Health Services and the Primary Care Networks ([LINK](#))**
- **See Table in Appendix 3: Categorization of patient navigation by mode of delivery ([LINK](#))**
  - Added programs from here to list of provincial navigation services

## Policy Documents

Budde et al. **What are patient navigators and how can they improve integration of care?** Copenhagen (Denmark): European Observatory on Health Systems and Policies; 2022. (Policy Brief, No. 44.) POLICY BRIEF. ([LINK](#))

- **Aim:** “to inform policy-makers about the roles performed by patient navigators in different countries and how they can contribute to improving the integration of care.”
- **Give Examples of patient navigator programs (Canadian, International and Lay navigation)**
  - Canadian example of patient navigator programme: NaviCare/SoinsNavi, NB (pediatric to adult care for young patients)
- **Conclusions:** “Existing programmes vary in terms of: context and setting; overall aims; and practical implementation, including choosing the right person for the job (e.g. lay or qualified health professional), with the necessary experience and training to meet both the

**programme’s purpose and the needs of the population, as well as to perform the various required activities and tasks. They are thus not easily transferable across countries.** While short-term funding may help in initiating a programme and can support its evaluation, longer-term funding models are needed to ensure the sustainable integration of patient navigator programmes into health systems. Other important factors to consider include institutional arrangements that allow patient navigators to be integrated into existing teams and collaborative structures. **Identifying individual champions in the clinical setting, or within patient communities, may increase acceptance and buy-in from stakeholders and contribute to the success of a programme.** Finally, several pilot patient navigator programmes are currently undergoing evaluations or are yet to be evaluated. The results of these evaluations will be important to inform policy-making about their effectiveness and to further guide the implementation of such programmes.”

Markoulakis et al. **Proceedings of the inaugural Canadian Healthcare Navigation Conference: a forum for sharing innovations and best practices in navigation services.** BMC Proc. 2021 Nov ([LINK](#))

- “The Canadian Healthcare Navigation Conference was the first event of its kind in Canada to bring together navigation researchers, service providers, students, decision makers, and individuals with lived experience to share lessons learned, promising practices, and research findings. This event was co-hosted by the **Family Navigation Project at Sunnybrook Health Sciences Centre** and **NaviCare/SoinsNavi** at the University of New Brunswick, and took place virtually on April 15–16, 2021.”
- “The panel presentation focused on identifying how the navigation field has progressed in Canada and identifying crucial next steps in navigation. These **next steps were determined to be: 1) agreement on navigation-related definitions, 2) regulation and training, 3) equity, diversity, inclusion, and accessibility, 4) integrating lived experience, and 5) regional coordination.**”
- **Navigation services in healthcare: the Canadian context**
  - “navigation-type services in Canada that have emerged over the past several years serving a range of target populations and using diverse service delivery models. **For example, promising practices in Canada include:** British Columbia’s FamilySmart and CMHA Family Navigator; Ontario’s Children’s Hospital of Eastern Ontario Navigator, **Pinecrest-Queensway System Navigation (added to summary table of Canadian navigation services/ programs. Only one that is broad among the listed navigation services)**, Parents’ Lifeline of Eastern Ontario, FirstLink Alzheimer Society Navigation, and Family Navigation Project; Newfoundland’s Provincial Mental Health and Addictions System Navigator; and New Brunswick’s NaviCare/SoinsNavi and Pediatric Oncology Navigator, to name a few.”
- **Includes sections on:**
  - **Approaches to navigation** (Need for navigation support, Navigation program models and goals, Features of effective navigation support, Features of effective navigation support, Technology, Challenges and opportunities);
  - **Navigator roles** (professional and lay navigators, role titles, navigation staff capacity)

- **Evaluation capacity** (metrics, evaluation development and planning work)
- **Panel presentation: “Healthcare navigation: where are we now and where to next?”** (virtual navigation, need for more research, human rights perspective)

Pedulla et al. **Health Care Navigation Service Formative Report And Phase Two Implementation**

**Overview.** Greater Hamilton Health Network. 2022. ([LINK](#))

- **Aim:** “This formative report focuses on the Health Service Directory (HSD) part of the Digital First for Health Strategy.” This HSD should be the “one source of truth” for all components of the Strategy. In order to understand the challenge, the GHHN undertook the following activities:
  - **See Appendix A for comprehensive scan of NAVIGATOR APPS across Canada, US, England and Australia. “Of these, two are notable examples – [Alberta’s MyHealth](#) and [England’s NHS111](#) .” (Note: Relevant examples added to Summary Table 1 above)**
  - **See Table A: Definitions of various components of a Health Care Navigation Service**
- **Background:** “Ontario Health’s goal is to ensure that there is no wrong door for Ontarians when they are seeking healthcare navigation support. This will be accomplished by building a value based, connected, trusted and evolving service that is designed based on stakeholder input, human-centred design, and clinical oversight. **This health care navigation service (HCNS) will be embedded within Ontario’s Digital First for Health Strategy and will be accessible to all individuals including providers and member of the public.** Leveraging the OH vision the GHHN will work with multiple stakeholders across Haldimand, Hamilton and Niagara North West to ensure HCNS is created based on principles of equity, accessibility, evidence based information and user centric design.”