

The background features a stylized Pegasus logo in shades of red and grey. The Pegasus is depicted in profile, facing right, with its wings spread. The wings are composed of several curved, overlapping shapes. The body and tail are also stylized with curved lines. The entire logo is set against a white background with large, dark red geometric shapes (triangles and polygons) in the corners.

ANNUAL REPORT

PEGASUS INSTITUTE

2025

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Greetings from our Board President



PEGASUS, a Canadian Global Health charity, is now 5 years old. We continue to grow as a non-profit, focusing on global health education, viewing it through a lens, simultaneously local and global, at its intersection with peace and sustainability. Currently, we are developing exciting new programs, networks, projects and educational initiatives.

To begin with, our flagship Internationally Educated Health Professional program sponsored by the Canadian Medical Foundation is now in its 5th year, promoting integration of physicians, nurses, pharmacists, dentists and midwives into the Canadian system through a structured mentorship programme, and offering a one stop webpage indicating clear pathways to licensure and alternative professions.

In 2025, PEGASUS Institute launched a new psychoeducation program for Afghan newcomers in Brantford, Ontario. Delivered in partnership with Grand River Community Health Centre and the Social Work faculty at Wilfrid Laurier University, the program integrates structured psychoeducation with community-based activities, including shared meal preparation, music, and on-site child care to support accessibility and participation. Following an overwhelmingly positive response, the program, funded by the Brantford and Brant Community Foundation, has now entered its second year. Building on this success, we are actively exploring opportunities to expand the model to serve additional refugee populations and to extend its reach to other communities across the region.

As part of our commitment to advancing education and knowledge, PEGASUS Institute continues to actively collaborate on a number of research initiatives. In partnership with Saint Paul University, we are contributing to a Social Sciences and Humanities Research Council (SSHRC) funded Peace Professionalism Project, which seeks to examine and strengthen the competencies required for effective peace practitioners in the field. We are also a collaborator on a SSHRC New Frontiers in

Greetings from our Board President

Research funded initiative focused on understanding the socio-economic dynamics of women engaging in transactional relationships for access to fish, within the context of declining fish stocks in the Lake Victoria region of Kenya.

To expand our outreach, we have relaunched our biannual PEGASUS conferences, the foundation upon which the Institute was originally established, centred on our intersecting themes of global health, peace, and sustainability. This year, the conference places a particular emphasis on refugees and social justice. Our pre-conference programming includes a clinical half-day focused on refugee health, as well as a full-day session aimed at advancing collaboration across North America and Europe in the delivery of care and public health promotion for refugee populations. In partnership with our Latin American network leadership, we are also co-hosting a bilingual (English and Spanish) workshop examining extractivism in the Americas and its impacts on Indigenous communities and the biophysical environment.

We continue to expand our networks with the new Middle Eastern and North African (MENA) and East African Networks. Our main conference and virtual programming has parallel sessions in French and we are providing simultaneous translation with the assistance of AI during these events.

Our educational work has included courses with McGill University on migration (also in Spanish), environmental sustainability (also in French), and peace through health, and we continue such initiatives now developing a new relationship with the Canadian Federation of Medical Students. The Lionel Penrose Trust, which helped with scholarships for our courses is also facilitating participation of those from the Global South and low resource settings in our Emerging Leaders preconference and main conference events.

Greetings from our Board President

The Keynote by Malala's father Ziauddin Yousefzai, as well as the participation of many global health leaders highlight and reflect current turbulent times where we are all impacted by war and displacement and we hope to offer hope, policy direction and a way to push change. The Conference will bring new and existing partners together such as the University of Waterloo, the City of Waterloo, the Balsillie School for International Affairs, the International Migration Research Centre, Voices in Exile, the Centre for Family Medicine and Scotiabank.

We are proud to have been recognized with a 2025 Charity Village Award for Diversity, Equity, and Inclusion in the workplace to be added to our 2024 awards for employer and volunteer networks for small charities.

While we have had a number of individual collaborators and volunteers for our various projects and networks, we are now considering individual and group (academic and NGO) membership in our organization and networks.

We hope you will join as we expand our programmes in the coming years.

Dr. Neil Arya | Board President | PEGASUS Institute

Greetings from our Executive Director



It is my pleasure to share this year's reflections from the PEGASUS Institute, a year marked by growth, deepened partnerships, expanded knowledge sharing and meaningful impact across our interconnected focus areas of global health, peace, and sustainability.

Over the past five years, PEGASUS has intentionally focused on building a strong institutional foundation, strengthening governance, expanding networks, and refining our strategic direction. In 2025, we saw the results of that investment come to life through impactful programming, collaborative research, and strengthened national and global engagement.

Our commitment to equity and organizational excellence continues to be recognized, including through our receipt of the CharityVillage Award for Diversity, Equity, and Inclusion in the Workplace in 2025.

A cornerstone of our work has been the continued expansion of the Internationally Educated Health Professionals Canada (IEHPs-Can) initiative, delivered in partnership with the Canadian Medical Foundation. This program has grown into a national platform supporting internationally trained physicians, nurses, pharmacists, and other health professionals as they navigate pathways into Canada's healthcare workforce. Through mentorship, webinars, and a robust digital platform, we have supported hundreds of IEHPs in building confidence, accessing credible information, and advancing toward meaningful employment. This work reflects our commitment to health equity, workforce integration, and systems-level change.

At the community level, our *Stronger Together: Newcomer Wellness, Belonging & Resilience* program demonstrated the power of culturally grounded, community-led approaches to mental health and wellbeing. Delivered in partnership with local organizations in Brantford, this initiative supported Afghan newcomers through psychoeducation, social connection, and culturally meaningful activities.

Greetings from our Executive Director

The program not only strengthened mental health literacy and reduced isolation, but also fostered lasting relationships and community resilience, reminding us that belonging is foundational to wellbeing. We look forward to expanding and scaling up this project to other newcomer communities in Canada.

In parallel, PEGASUS has continued to strengthen its role as a convener and contributor to interdisciplinary research and knowledge mobilization. Through our partnership with the Peace Professionalism Project, hosted by St. Paul's University and supported by the Social Sciences and Humanities Research Council, we have contributed to a global effort to better understand and define the competencies, values, and practices that underpin effective peacebuilding. This work, grounded in extensive international consultations, aims to bridge research, policy, and practice, and will play an important role in shaping future training, evaluation frameworks, and cross-sector collaboration in peace work.

Our engagement in the Transactional Sex-for-Fish (TS4F) research project in the Lake Victoria region of Kenya further reflects our commitment to addressing complex, intersectional challenges at the nexus of health, climate change, gender, and livelihoods. As field research activities reached completion in 2025, this project has generated critical insights into the structural drivers of vulnerability and gender-based violence within fishing communities. Working closely with local researchers and partners, PEGASUS has supported knowledge exchange and analysis that will inform both community-based responses and broader policy dialogue in the years ahead.

These accomplishments are made possible through the strength of our partnerships and the dedication of an extraordinary community of contributors. We extend our sincere gratitude to our Board of Directors and Advisory Board for their leadership, guidance, and stewardship. We are equally thankful for our staff, contractors, and the many volunteers and practicum students whose time, expertise, and passion sustain and strengthen our work every day.

Greetings from our Executive Director

Our global and regional networks, including the Emerging Leaders Network, Francophone Network, and Latin American Network, continue to be vibrant spaces for dialogue, collaboration, and shared learning. In 2025, we were also proud to expand this community through the establishment of the East African Network and the Middle East and North African Network, further deepening our global engagement and reach. To all of our partners and collaborators across sectors and regions, thank you for your trust, your collaboration, and your shared commitment to advancing equity, peace, and sustainability.

As we look ahead, we are particularly excited to be planning the 2026 PEGASUS *Interconnected Futures Conference*. This will be our first major conference since 2018, a deliberate pause that allowed us to grow, listen, and evolve as an Institute. The upcoming conference represents not only a reconvening of our global community, but also a renewed commitment to advancing interdisciplinary dialogue and action at the nexus of peace, health, and sustainability. We look forward to bringing together researchers, practitioners, community members, and emerging leaders to share knowledge, foster collaboration, and inspire collective impact.

We also take this moment to honour the lives and contributions of Dr. Jill Konkin and Janis Alton, whose leadership, compassion, and dedication to equity and peace have left a lasting imprint on PEGASUS and the communities we serve. Their legacies continue to guide and inspire our work.

As Executive Director, I am continually inspired by the passion, collaboration, and vision that define the PEGASUS community. Together, we are building bridges across disciplines, sectors, and borders, working toward a more just, peaceful, and sustainable world.

With sincere gratitude,

Melissa Whaling | Executive Director | PEGASUS Institute

Board of Directors

The PEGASUS Institute Board of Directors brings together a diverse group of leaders spanning different ages, genders, ethnicities, and professional backgrounds, reflecting the communities the organization serves. Collectively, the Board offers deep expertise across healthcare, education, policy, community development, and governance, and is actively engaged in guiding PEGASUS's strategic direction, accountability, and impact.

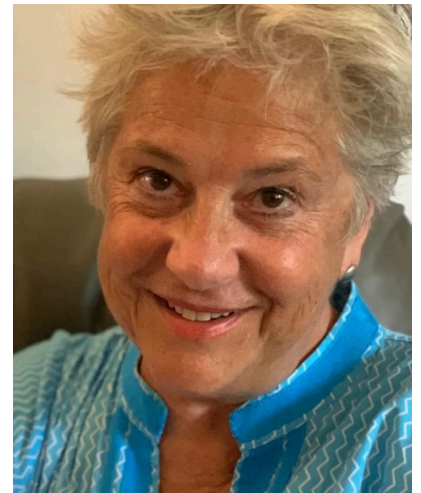
Dr. Neil Arya
Board President



Gertrude Omoro
Secretary/Treasurer



**Janet Hatcher
Roberts**



**Dr. Charles Palmer
Larson**



Sanket Ullal, JD



Kelly Emblem, MBA

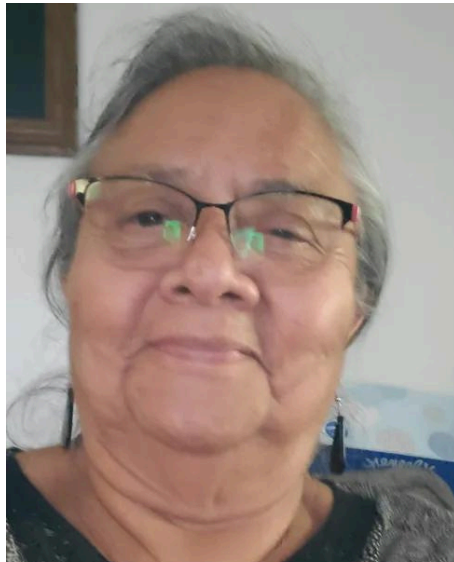


Advisory Board

Donald Sutherland



Esther Yazzie-Lewis



Jahan Zeb



Shawna O'Hearn



Pakisa Tshimika



Simron Singh



Advisory Board

In Memoriam: Dr. Jill Konkin (2025)



The PEGASUS Institute mourns the passing of Jill Konkin, a deeply valued Advisory Board Member whose wisdom, compassion, and unwavering commitment to equity helped shape our work in meaningful and lasting ways. Dr. Konkin dedicated her life to advancing systemic and institutional change, particularly in support of marginalized communities. Through her work as a rural physician and as a leader within the Division of Community Engagement at the University of Alberta Faculty of Medicine & Dentistry, she championed social accountability and worked tirelessly to illuminate and address persistent gaps in Indigenous, rural, and global health. Her efforts elevated awareness, influenced education, and inspired action across faculty, learners, and health systems.

At PEGASUS, Jill brought a thoughtful, principled voice to our Advisory Board. She contributed generously to our strategic planning and programming, consistently grounding discussions in equity, community engagement, and real-world impact. Her ability to “hold space” for complex conversations, while encouraging bold and compassionate solutions, strengthened our organization and our mission.

Jill’s legacy is one of integrity, leadership, and enduring impact. Her contributions will continue to guide our work and inspire our community for years to come. We are deeply grateful for her service, her insight, and her friendship.

Tribute to Janis Alton

The PEGASUS Institute mourns the loss of a remarkable friend, colleague, and champion for peace, **Janis Alton**, whose lifelong commitment to justice and nonviolence leaves a profound and lasting legacy.



Advisory Board

Janis was an active and valued member of the PEGASUS Advisory Board, where she generously contributed her insight, experience, and thoughtful guidance to our programming and strategic direction. Her voice consistently reminded us of the importance of centering peace, equity, and inclusion in all that we do. Beyond her formal role, she was a long-time friend of the Institute, someone who showed up, engaged deeply, and believed wholeheartedly in our mission.

A dedicated leader within Canadian Voice of Women for Peace (VOW), Janis devoted decades to advancing feminist peacebuilding, disarmament, and the inclusion of women in all aspects of conflict prevention and resolution. She organized and led numerous national and international conferences and facilitated over 20 delegations of women to the United Nations, amplifying voices that too often go unheard.

Her work was both global and deeply personal. Whether hosting community gatherings, such as VOW's annual events, or participating in international peace initiatives, including cross-border peace efforts and UN advocacy, Janis embodied the belief that meaningful change begins with connection, dialogue, and courageous action.

Janis's contributions were widely recognized, including receiving the Ursula Franklin Award for Distinction from VOW, an acknowledgment of her enduring impact on the peace movement in Canada and beyond.

At PEGASUS, Janis's passion for peace activism, particularly her unwavering support for VOW and her commitment to building a more just and peaceful world, deeply influenced our work. She participated in our conferences, enriched our conversations, and inspired us to think boldly and act compassionately.

Janis Alton's legacy is one of integrity, courage, and hope. She believed in a world without war, and worked tirelessly to bring that vision closer to reality. Her presence will be deeply missed, but her influence will continue to guide and inspire the PEGASUS community for years to come.

Our Team/Current Staff

Melissa Whaling
Executive Director



Rachel Wynes
Sustainability & Financial
Operations Lead



Hamzia Bawa-Zeba
Administrative, Program
& Communications Officer

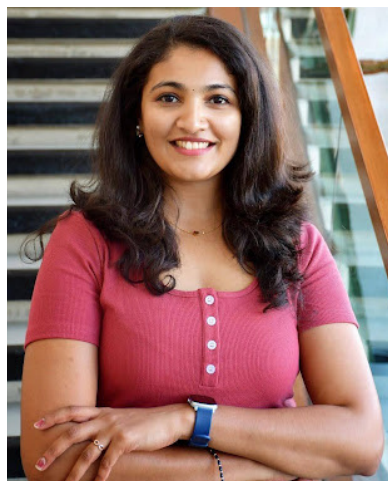


Contractors / Working Partners

Simidéle Orimoladé
Administrative, Program
& Communications Officer



Navya Vikraman Nair
Program &
Administrative Assistant



Vito Scuderi
Research, Project & Partnership
Development Officer



Contractors / Working Partners

Mohammed Nashat

(Baitach IT Limited)
Web/IT Development &
IEHP Project Officer



Saida Azam (Fathima)

IEHP Project Coordinator



Ashley Marston

Financial Officer



Darren Wynes

Research Development & Strategic
Partnerships Consultant



Dwight Baker

IEHP Mentorship
Coordinator



Fatima Syed

Administrative, Program
& Communications Officer



Vision, Mission and Focus Areas

PEGASUS Institute's Vision is to be an effective, collaborative network that promotes the interconnection of peace, environmental sustainability, and health for all.

Our Mission is to engage in collaborative knowledge exchange, network formation, and research activities that address the interconnections between peace, environmental sustainability and health for all.

Our Focus Areas (in no particular order) are Global Health, Peace, and Sustainability, which include two main crosscutting themes of Equity and Justice.



Strategic Pillars



Core Values

PEGASUS Institute’s core values are foundational to our work and workplace culture. With our roots in academia, our organizational mantra is “C.R.E.D.I.T.S.”, and we strive to extend these values in our dealings with project funders, donors and implementing partners:

Compassion & Critical Thinking: Understanding what causes suffering to life and land, we strive to alleviate these through tackling difficult truths, asking tough questions and promoting safe spaces for healing, active listening and learning.

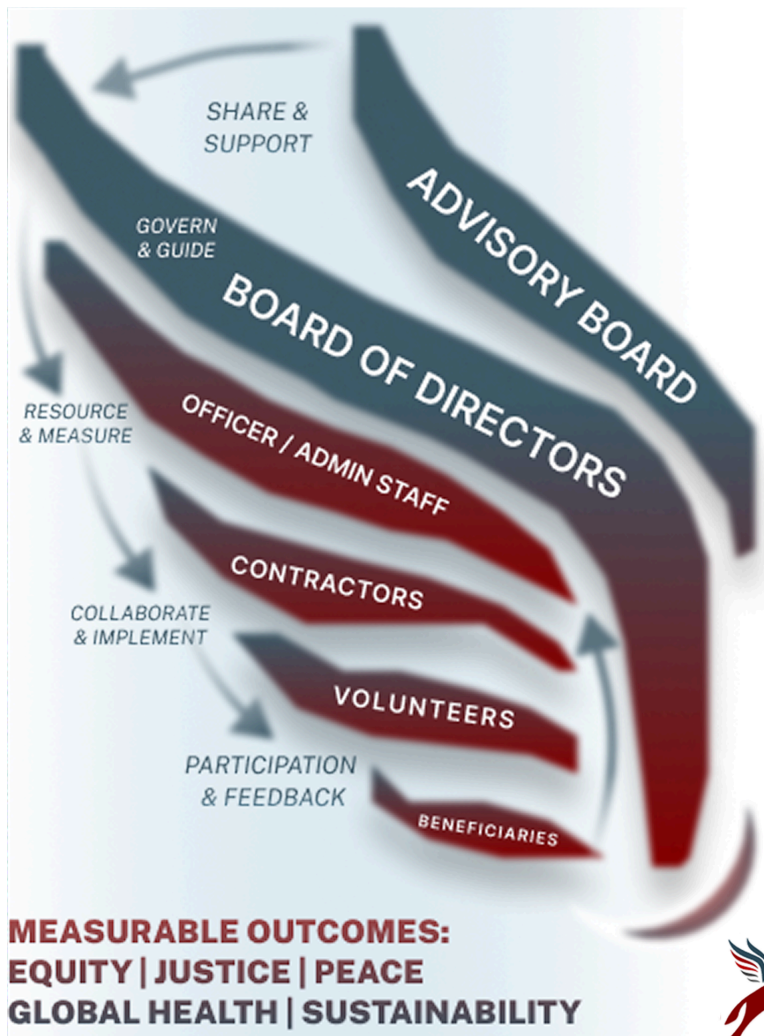
Respect: Thoughtfully considering the needs of others and ensuring support is given.

Equity & Engagement: Striving through word and deed to build an inclusive, unified community through our shared commitment to social responsibility.

Diversity: Transforming society into one that recognizes the value of divergent ideas.

Tangible Solutions: Facilitating and cultivating the development of strategies, sharing of insights and scaling of innovations for the greatest possible impact.

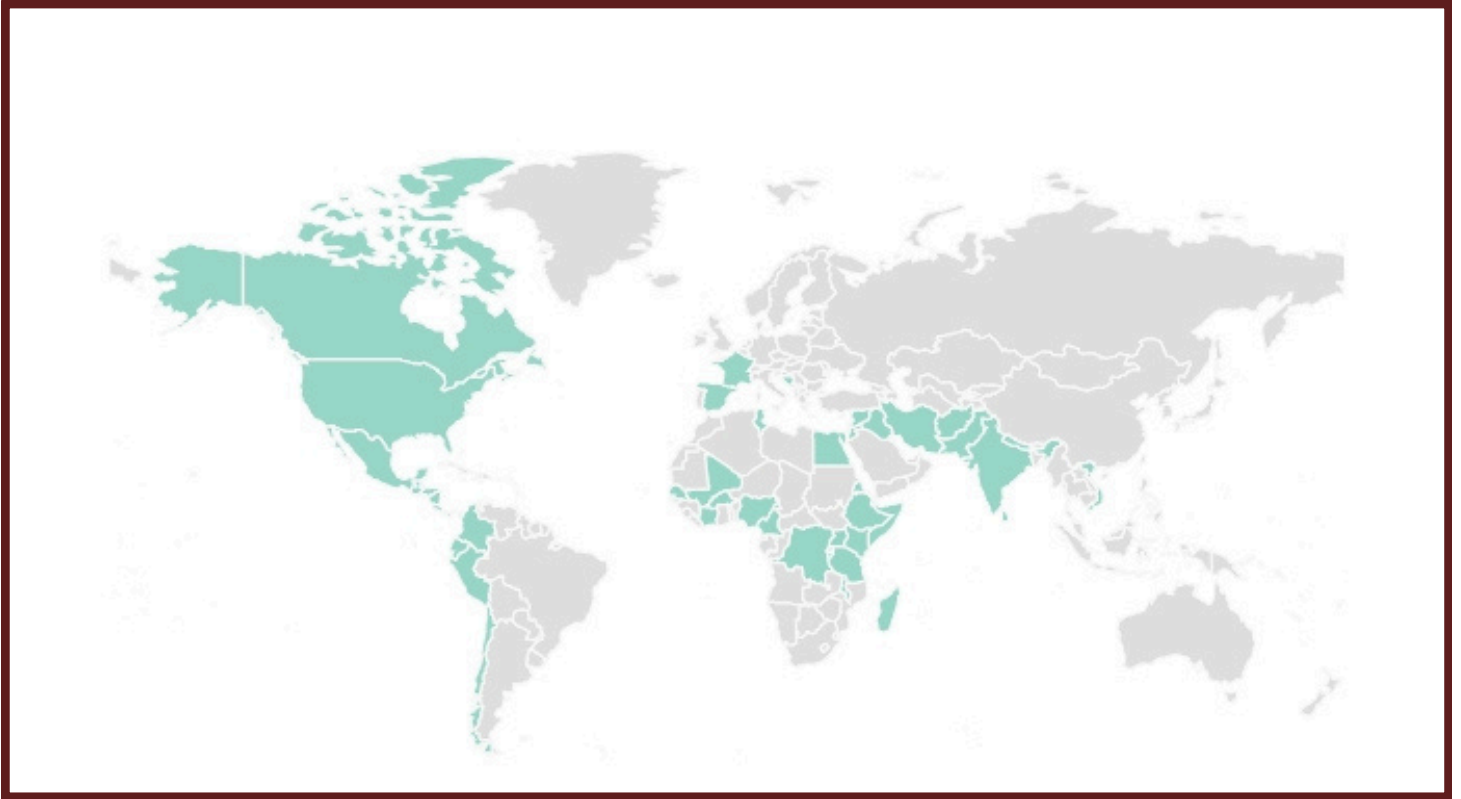
Operating Structure



PEGASUS Institute operates year-round through a dynamic combination of ongoing programming and responsive, project-based initiatives, with a strong emphasis on education, learning, and knowledge sharing to address evolving community needs. Program and project concepts are developed through sustained engagement with a diverse network of community partners, practitioners, civil society organizations, academics, and individuals with lived experience, both locally and globally, fostering continuous exchange of knowledge and perspectives. Central to our operational approach is a commitment to grounding all decisions, programs, and initiatives in community-informed learning, lived experience, and local

knowledge systems. Proposed initiatives undergo careful review by senior leadership and are further explored through consultation with key partners and community participants to assess their educational value, relevance, potential impact, and alignment with organizational priorities. Where appropriate, the Executive Director and Board President bring forward proposals to the Board of Directors, which operates under a formal governance structure that emphasizes democratic decision-making and consensus-building. Day-to-day operations are led by the Executive Director in close collaboration with the Board President, supported by staff and community advisors, ensuring that knowledge exchange, capacity building, and shared learning remain at the core of all activities.

Global Presence



This map represents PEGASUS Institute's general global presence, including courses and network participation.

Programming Activities in 2025



Courses, Curricula and Training

IEHPs-Can and Refugee Health Professionals with the Canadian Medical Foundation

From January to December 2025, PEGASUS Institute's Internationally Educated Health Professionals Canada (IEHPs-Can) program delivered a comprehensive, national suite of mentorship, education, and systems-level supports designed to advance the integration of internationally educated health professionals (IEHPs) into Canada's healthcare workforce. The program combined individualized mentorship, large-scale knowledge-sharing events, Francophone programming, and digital infrastructure development (pathways) to address persistent barriers related to licensure, language, clinical recency, and workforce entry.

A core pillar of the program was the IEHPs-Can Mentorship Program, which supported internationally educated physicians, nurses, pharmacists, dentists, midwives, medical laboratory technologists, and other health professionals. Between January and December 2025, a total of 272 (226 anglophone, 46 Francophone) IEHPs requested mentorship, 110 IEHPs (101 Anglophone, 9 Francophone) were engaged through intake, onboarding, peer-to-peer matches (56), small group mentorship (26), and one-on-one mentorship (28). Mentorship focused on licensure pathways (e.g., CaRMS, PRA, PEBC, NCLEX), exam preparation, clinical observerships, language requirements, alternative healthcare careers, and professional integration. Noted outcomes demonstrate increased clarity, confidence, and readiness among mentees, with several participants progressing to observerships, alternative health roles, or residency matches. Volunteers, many of whom are practising clinicians, played a critical role, contributing substantial time and expertise through mentoring, teaching, and clinical shadowing opportunities.

Throughout the year, PEGASUS hosted national webinars and hybrid events (9) reaching hundreds (987) of IEHPs across Canada and internationally. These sessions addressed bridging programs, residency pathways, alternative careers, language training, workforce integration supports, and systems-level barriers. A highlight was

Programming Activities in 2025

the International Refugee and Migration Health Conference IEHPs-Can Pre-Conference Event, which convened regulators, employers, educators, and IEHPs to explore coordinated solutions to licensure and integration challenges. Feedback consistently reflected high relevance, strong speaker quality, and demand for more structured, accessible pathways. The Annual IEHPs Summit 2025, held on November 22 in Toronto, was a national initiative under the theme “Bridging Borders: IEHPs into Practice” that brought together internationally educated health professionals, employers, sector partners, and community supports to deepen understanding of Canadian licensure pathways, mentorship, workforce integration programs, and alternative roles across healthcare professions.

International Health Professionals. The summit featured profession-specific panels, breakout discussions, and partner spotlights designed to foster direct connections, share actionable guidance on navigating regulatory systems, and expand collaboration across the sector, with bilingual engagement and inclusive support for both Anglophone and Francophone IEHPs.

Significant progress was also made in Francophone accessibility and inclusion. PEGASUS launched Francophone programming, established a Francophone Advisory Committee, delivered bilingual and French-language events, translated key mentorship materials, and used real-time interpretation to ensure equitable participation. While recruiting Francophone mentors remains a challenge, engagement from Ontario, Quebec, and Francophone minority communities continues to grow, supported by targeted partnerships and outreach.

The IEHPs-Can digital platform (internationalhealthprofessionals.ca), developed by PEGASUS Institute in partnership with the Canadian Medical Foundation, served as the program’s central access point, attracting approximately 14,000 users and 18,500 sessions in the first half of 2025 alone. The platform provides profession- and province-specific licensing guidance, information on bridging programs, mentorship access, events, and curated resources for physicians, nurses, pharmacists, dentists, and midwives. Strong organic search traffic confirms the platform’s value as a trusted

Programming Activities in 2025

centralized resource, while ongoing enhancements, such as expanded Francophone content, event calendars, and profession-specific pathways, are strengthening engagement and reach.

Finally, PEGASUS significantly expanded sector partnerships across health, education, settlement, and employment systems, including collaborations with regulatory bodies, academic institutions, Francophone organizations, and workforce integration programs. Continuous monitoring, evaluation, and participant feedback demonstrate that the program is meeting a critical national need, improving access to credible information, reducing isolation, and supporting IEHPs to contribute their skills meaningfully to Canada's healthcare system.

Support for 2 ELN members to Attend Earth Charter Course: Leadership, Sustainability and Ethics

Thanks to the generous support of a colleague of the PEGASUS Institute, two members of the Emerging Leaders Network were awarded fully funded placements in the Earth Charter International Leadership, Sustainability & Ethics (LSE) Online Course. Earth Charter International leads a global movement that advances sustainability through education, networking, and collaboration. Inspired by the Earth Charter - an internationally recognized document outlining sixteen principles for building a just, sustainable, and peaceful world - the movement brings together individuals and organizations committed to advancing sustainable ways of living on the planet.

The 10-session LSE course ran from September 15 to November 25, 2025, and is designed for young people aged 18-30 who are passionate about environmental sustainability and seek to strengthen their capacity as ethical and effective sustainability leaders.

The scholarship recipients were Sarah Wani, a public health professional with experience in South Sudan and Kenya, and Joshua Ledesma, a medical doctor based in Ecuador.

Programming Activities in 2025

Amaya Ramos: Curriculum Development

This initiative proposes the development of a comprehensive, open-access curriculum designed to support healthcare providers in cultivating safe, informed, and culturally responsive relationships with refugee, asylee, immigrant, and survivor of torture populations. Drawing on interdisciplinary perspectives from medicine, psychology, anthropology, sociology, international affairs, human rights, and social work, as well as insights from individuals with lived experience, the curriculum addresses critical gaps in providers' understanding of diverse worldviews and social contexts. Targeted primarily at advanced healthcare professionals, including physicians, nurses, and mental health practitioners, the curriculum integrates theoretical frameworks with practical applications such as case studies and simulations to strengthen care delivery.

PEGASUS Institute supports this initiative by providing strategic guidance, facilitating knowledge sharing, and leveraging its extensive network of partners, practitioners, academics, and community members to contribute diverse expertise and lived experience to the curriculum's development. Through this collaborative approach, the initiative aims to enhance providers' capacity to navigate complex cultural and social dynamics in clinical settings, ultimately improving quality of care and outcomes for the populations served.

Research Projects

Transactional Sex for Fish and Gender Based Violence

2025 marked the completion of field research gathering activities for the Transactional Sex-for-Fish (TS4F) project. Funded by Canada's "New Frontiers in Research Fund", this study aims to facilitate greater understanding of the key drivers of transactional sex and gender-based violence in fishing communities in the Lake Victoria region of Kenya. Three field-based Kenyan research assistants were hired from relevant communities near Kisumu, Kenya to implement the research

Programming Activities in 2025

methodology devised by the principal investigators, and after vetting and approval, a total of 60 field transcripts (including both Focus Group Discussions and Key Informant Interviews) were gathered and disseminated to the Canada-based research advisory team. Furthermore, in addition to Vito Scuderi (Research Assistant and Project Coordinator), three more Research Assistants were contracted to St. Paul's University to analyze and code the 60 field transcripts (Lana Gonzales, Johanne Jensen, Navya Nair).

For 2026, key milestones for this project include:

- i) Arriving at preliminary results of the research via the completion of the field data analysis of the 60 transcripts
- ii) Presentation of a summary of preliminary findings at the PEGASUS Pre-Conference in April
- iii) Delivery of a Kenya-based public awareness workshop in Kisumu, Kenya in August

Peace Professionalism Project

In 2025, the Peace Professionalism Project (PPP) made substantial progress in advancing its goal of strengthening cross-sector dialogue, bridging the research-practice-policy gap, and developing scalable approaches to evaluating peace professionalism at local, national, and international levels. Hosted by St. Paul's University and supported by a Partnership Development Grant from the Social Sciences and Humanities Research Council, the project is working to design an assessment framework that can enhance the training of peace professionals worldwide while strengthening peace research and academic curricula.

Grounded in the belief that inclusive and interdisciplinary collaboration produces more relevant and actionable knowledge, the project convenes researchers and knowledge users from diverse sectors to support the planning, implementation, and evaluation of peacebuilding efforts.

Programming Activities in 2025



Over the course of the year, the PPP conducted more than 85 interviews, 15 focus groups, and 120 surveys with peace practitioners, scholars, students, and policymakers across five continents. These consultations explored the concept of peace professionalism and identified key practices, competencies, and values that contribute to effective peacebuilding. Participants also reflected on how peace practitioners can assess whether they possess the skills and knowledge required to engage meaningfully in this work.

In 2026, the project will move into a knowledge mobilization phase, with team members preparing scholarly publications and presenting their findings at conferences, including a pre-conference event and workshop at the PEGASUS Conference.

Communications and Web Platforms

[Pegasusinstitute.ca](https://pegasusinstitute.ca)

In 2025, the PEGASUS Institute website underwent significant enhancements to improve structure, performance, and user experience. A major focus was the integration of events, conference pages, and pre-conference programming into a more cohesive and user-friendly system, enabling clearer navigation and better engagement with event content.

Technical improvements included speed optimization, enhanced site performance, and stronger SEO, resulting in faster load times and increased visibility. Overall, these updates positioned the website as a more reliable and effective platform for delivering content, supporting events, and engaging a global audience.

In 2025, the PEGASUS website recorded 9,200 active users, generated about 13,000 sessions and 25,000 page views, with an average engagement time of 57 seconds, led primarily by traffic from Canada (5,100 users).

Communications and Web Platforms

[Internationalhealthprofessionals.ca](https://internationalhealthprofessionals.ca)

In 2025, the Internationally Educated Health Professionals program underwent a strategic rebranding to **IEHPs-CAN**, aligning its identity with a clearer national focus and unified branding framework. As part of this transition, the website was majorly updated to reflect the new branding guide, ensuring consistency across design, messaging, and user experience. The platform also became more accessible through multiple domains, including IEHPs-CAN.ca, IEHP-CAN.ca, and iehps.ca, improving reach and ease of access for users.

Significant technical enhancements were implemented to improve website performance, including speed optimization and infrastructure upgrades, resulting in a faster and more reliable user experience. In parallel, targeted efforts in SEO and AI engines training were implemented to enhance visibility, strengthen search rankings, and expand organic reach.

These improvements have positioned the IEHPs-CAN platform as a more accessible, scalable, and high-performing digital hub, better supporting internationally educated health professionals across Canada in accessing pathways, resources, events, and program opportunities.

In 2025, the IEHPs-CAN website attracted 36,000 users (all new), generated around 47,000 sessions and 80,000 page views, with an average engagement time of 1 minute 16 seconds, driven mainly by 23,000 organic search sessions and strong traffic from Canada (18,000 users).

[Globalfamilymedicine.org](https://globalfamilymedicine.org)

PEGASUS Institute maintains and oversees GlobalFamilyMedicine.org as a platform dedicated to advancing global family medicine through knowledge sharing, collaboration, and highlighting initiatives that support equitable health systems worldwide. The website serves as a hub for resources, partnerships, and thought

Communications and Web Platforms

leadership in the field. While PEGASUS continues to ensure the site remains functional, accessible, and up-to-date, no major new developments or content expansions have been introduced during this reporting period.

[Underserved.ca](https://underserved.ca)

PEGASUS Institute manages Underserved.ca as a resource focused on addressing the needs of underserved communities, with an emphasis on health equity, access, and social determinants of health in the Canadian context. The site provides information, tools, and insights to support practitioners, researchers, and community organizations working in this space. PEGASUS continues to maintain the website's functionality and relevance; however, no significant updates or new developments have been made during this reporting period.

PEGASUS Institute Social Media, Newsletters

Over the past year, PEGASUS Institute has significantly strengthened its digital presence, using social media as a key platform to amplify its mission at the intersection of global health, peace, and environmental sustainability. Through consistent and strategic content creation, our channels have become vibrant spaces for knowledge sharing, community engagement, and global dialogue. Our social media strategy focused on promoting major initiatives, including the Interconnected Futures Conference 2026, webinars, speaker spotlights, scholarship opportunities, and calls for artists and collaborators. We also highlighted global observances such as World Health Day, World Refugee Day, and Earth Day, aligning our messaging with broader global conversations while centering equity and justice.

Performance metrics reflect encouraging growth and engagement. Over the reporting period, PEGASUS achieved approximately 1,781 impressions, representing a 37.5% increase, alongside 38 reactions (↑40.7%), indicating stronger audience resonance.

PEGASUS Institute Social Media, Newsletters

Search appearances also rose by 45.1%, suggesting improved visibility and discoverability of our content. While follower growth and reposts showed some fluctuations, these insights are helping refine our strategy toward more interactive and shareable content. A key strength of our digital outreach has been the diversity and creativity of our content. From visually compelling graphics and event promotions to speaker features and storytelling posts, PEGASUS has maintained a consistent and recognizable visual identity. Our content emphasized accessibility, inclusivity, and global representation, ensuring voices from different regions and disciplines were reflected.

Importantly, social media has served not just as a promotional tool but as a bridge for collaboration. It has enabled us to reach participants across continents, support scholarship outreach in the Global South, and foster engagement among students, practitioners, and policymakers. Interactive posts, calls to action, and community-focused messaging have helped build a growing and engaged audience. Moving forward, PEGASUS aims to further enhance engagement through increased video content, storytelling formats, and audience interaction, while continuing to use digital platforms to convene conversations and inspire action toward more just and sustainable futures.

In preparation for the 2026 *Interconnected Futures Conference*, monthly newsletters were distributed to a broad network of stakeholders, including academic programs and departments across Canada, non-governmental organizations, research institutions, PEGASUS's six networks, as well as community partners and sponsors. These communications showcased key elements of the conference, including featured speakers, program highlights, pre-conference events, and abstract opportunities, helping to build awareness and engagement in advance of the event.

Expanding our Networks:

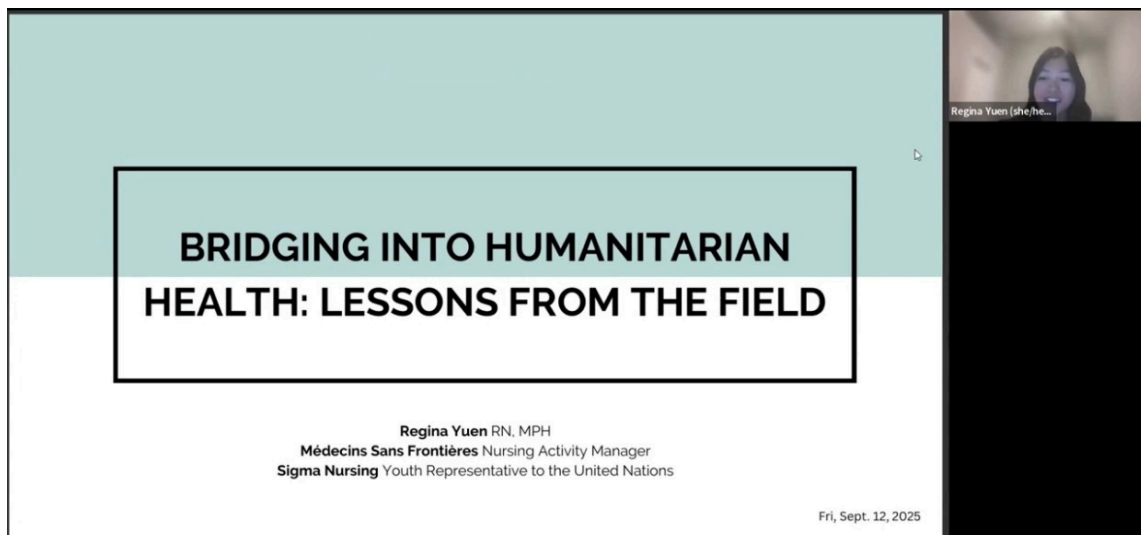
Sharing Knowledge on Global Health at its
nexus with Peace and Sustainability

Emerging Leaders Network

The Emerging Leaders Network (ELN) is a dynamic community dedicated to promoting peace and enhancing global health and sustainability for future generations. We invite students and young professionals to engage in PEGASUS Institute activities, educational webinars, conference planning, and other global health initiatives. The network creates dialogue on the themes: Refugee and Indigenous Populations; Social Justice; Peace, Violence, and Environment; Determinants of Health; and Mental Health. The ELN encourages new members who are passionate about global health, peace and environmental sustainability to engage in meetings, stay informed about the latest developments in these fields and contribute their own skills towards organizational development.

A key component of our networks is conducting educational webinars on a variety of topics:

1. In March, Dr. Kathryn Quissell, Assistant Professor in the Department of Public Health Sciences at the University of Virginia, shared about Assessing and Mitigating Disability Stigma in Kenya to Advance Health Rights.
2. In June, Dr. Emmanuel Gudu, Research Associate at AMPATH Kenya, explored innovative approaches to improving contraceptive access in refugee settings, focusing on ContraAid - an app developed to address critical gaps in sexual and reproductive health services.



Expanding our Networks:

Sharing Knowledge on Global Health at its nexus with Peace and Sustainability

3. In September, Regina Yuen, RN, MSF Nursing Activity Manager in South Sudan and Sigma Nursing Youth Representative to the United Nations, provided insight on how young professionals can begin their careers in humanitarian health, and spoke about her experiences in South Sudan with Médecins Sans Frontières, and advocacy at the multilateral level.

ELN members also shared their experiences and insights through various public platforms. In Episode 671 of the Project Save the World podcast, Qjiel Mariano - an Indigenous youth leader from the Philippines and member of the Emerging Leaders Network - discussed his experience studying global health in Canada. In the conversation, he reflected on Indigenous healing practices and their relevance to contemporary public health challenges: [Episode 671 Indigenous Health Perspectives](#)

Francophone Network

The Francophone Network continued to advance its engagement and knowledge mobilization efforts over the past year. Two webinars were organized: the first focused on the Peace Professionalism Project (PPP), which seeks to rethink existing approaches to peace professionalism, deepen understanding of peace work as a professional practice, and strengthen curricula in peace, conflict, and security studies.

The second webinar featured Dr. Ntaganira, a member of the Francophone Network's leadership and a public health expert with 38 years of experience, including 19 years at the World Health Organization (WHO). During the webinar, he shared reflections on his professional journey, highlighting key lessons from his work across local, national, and international levels, and offering valuable insights into leadership, global health governance, and the importance of context-sensitive approaches to public health.

These events brought together knowledgeable speakers who shared both research insights and lived experiences, fostering cross-disciplinary and cross-cultural dialogue among network members. In addition, members of the Francophone Network initiated planning for activities related to the 2026 conference.

Expanding our Networks:

Sharing Knowledge on Global Health at its nexus with Peace and Sustainability

The network brings together Francophone professionals, academics, students, and individuals with lived experience from around the world. In collaboration with colleagues across the network and this committee, we strive to create inclusive platforms that amplify diverse perspectives and provide safe spaces for dialogue. Through open-minded engagement, active listening, and a commitment to shared learning, we aim to support both individual and collective growth.

Latin American Network

The Latin American Network dedicated much of its efforts in 2025 to developing institutional memberships in order to strengthen collaboration on activities aligned with the vision and mission of PEGASUS Institute. The network officially welcomed Madre Tierra Mexico, an NGO based in Chiapas, Mexico, whose work closely aligns with PEGASUS Institute's priorities in peace and global health. Their focus on migrants and human rights is particularly timely and significant in the current geopolitical context.

The network also established a collaboration with Educación Popular en Salud (EPES), a Chilean organization that advances community health and human rights through courses, workshops, schools, seminars, and other educational initiatives. EPES addresses a wide range of issues, including preventive health, sexuality, HIV/AIDS, gender-based violence, child protection, leadership, and participatory methodologies for community assessment, planning, and evaluation. Their work also includes the development of community-based strategies and psychosocial support approaches for children and women in emergency and disaster contexts.

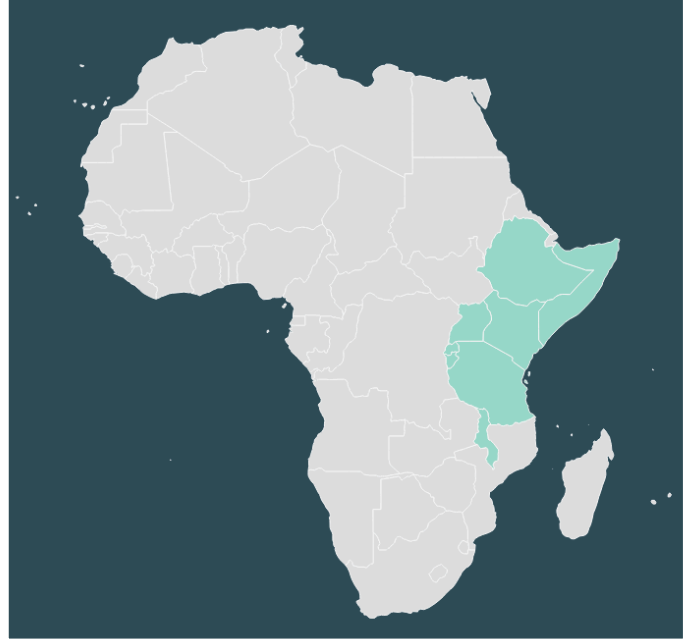
In October 2025, Red Universitaria Anticorrupción (RedUva), a student-led organization based in Colombia, reconnected with the network. RedUva promotes anti-corruption and human rights initiatives both nationally and internationally. Network members welcomed the opportunity to learn about the organization's new research project and ongoing activities.

Expanding our Networks:

Sharing Knowledge on Global Health at its
nexus with Peace and Sustainability

East African Network

The East African Network sustained its efforts in 2025 by consistently hosting guest speakers from both within and external to PEGASUS Institute. Network co-Chair Vito Scuderi delivered a presentation summarizing his studies of Wildlife, Forest and Fisheries Crime in September 2025, and his co-Chair, Gertrude Omoro organized various presenters throughout the year tackling development issues in South Sudan, Ethiopia and Kenya (i.e. One Acre Fund), which were all well attended and received by EAN members.



MENA Network

The PEGASUS Institute formally established its Middle Eastern and North African (MENA) Network in 2025, building on longstanding relationships, collaborative projects, and educational initiatives across the region. Rooted in prior engagements, the network has advanced global health and humanitarian efforts, including the development of the *Rebuilding Medical and Public Health Education in Gaza through Innovation and Mentorship initiative*, an effort to design a comprehensive, collaborative response to disrupted medical and public health education through knowledge sharing, innovation, community engagement, and mentorship. This work has brought together a diverse consortium of partners, including ministries, academic institutions, healthcare professionals, and international organizations, to support the revitalization of education in medicine, public health, mental health, and peacebuilding for communities affected by conflict.


Expanding our Networks:

Sharing Knowledge on Global Health at its
nexus with Peace and Sustainability


The network also builds on exploratory collaborations such as the *Play, Learn, Thrive* initiative, which convened interdisciplinary partners to address child development and mental health in conflict-affected settings (MENA- related), emphasizing trauma-informed, community-based, and innovative approaches.

The network is also informed by earlier consultations and work by Melissa Whaling, Dr. Neil Arya and other PEGASUS Partners with the World Health Organization in Somalia and the Eastern Mediterranean Region, in developing a Situational Analysis of Mental Health in Somalia.

The MENA Network serves as a platform for dialogue, knowledge exchange, and partnership at the intersection of peace, health, and sustainability. It responds to evolving regional challenges by strengthening connections, supporting reconstruction and health system resilience, and linking regional expertise to global conversations through research, webinars, and collaborative programming.



**Health Systems Recovery
in Fragile and Conflict-Affected Situations (FCS)
in the Eastern Mediterranean Region**

 World Health Organization
Eastern Mediterranean Region

Dr Ali Ardalan
Regional Adviser and Unit Head of Health Systems Resilience
Department of UHC/Health Systems, WHO EMRO
email: ardalana@who.int

Webinars, Roundtables, and Activities

Stronger Together: Newcomer Wellness, Belonging & Resilience (Afghan-Canadian Mental Health, Wellbeing, and Psychoeducation) in Brantford

The Stronger Together: Newcomer Wellness, Belonging & Resilience Program was developed by the PEGASUS Institute to respond to the urgent settlement, mental health, and community integration needs of Afghan refugees and immigrants living in Brantford. The program offered a structured, culturally responsive, and holistic model of psychoeducation designed to reduce stigma around mental health, strengthen family wellbeing, and foster meaningful social connection among newcomers.

Delivered over six bi-monthly sessions in 2025, the program was hosted at the Grand River Community Health Centre. Each session was two hours in length and engaged approximately 25–30 Afghan adults and 14–20 children, making it one of the most consistently attended newcomer-focused initiatives in the community. Childminding services were provided at every session, enabling parents to fully participate while ensuring children engaged in safe, age-appropriate, and supportive activities.

The program was delivered through strong community partnerships, including Refuge Newcomer Health, Wesley, and Wilfrid Laurier University, all of which contributed recruitment support, in-kind resources, and collaborative expertise. Sessions were facilitated by Afghan psychiatrists, psychologists, and social workers, and were delivered in Dari and Pashto to ensure full linguistic accessibility and cultural relevance.

The psychoeducational content addressed key topics including trauma and stress management, mental health literacy, parenting in a new cultural context, family wellbeing strategies, and the navigation of Canadian health and settlement systems. By grounding mental health education in culturally familiar language and lived experience, the program effectively reduced stigma and increased participant comfort in discussing emotional wellbeing and seeking support.

Webinars, Roundtables, and Activities

A defining feature of the program was the integration of Afghan cultural practices into each session. Participants engaged in communal cooking activities, preparing and sharing traditional Afghan meals. This created a relaxed, familiar environment that fostered trust, connection, and therapeutic expression. One participant shared, “Cooking together reminded me of home. It felt like we were one family, not just a group of strangers.” Sessions concluded with a cultural celebration featuring traditional live music, which reinforced identity, belonging, and emotional healing. Another participant reflected, “The music touched my heart. For a moment, I felt I was back home, surrounded by my people.”

Beyond structured sessions, the program had a lasting social impact. Participants who initially arrived as strangers formed strong friendships, exchanged contact information, and created a WhatsApp group to maintain ongoing connection. Their first independent community gathering took place on September 13, 2025, at Mohawk Park, demonstrating the program’s success in fostering sustainable, self-directed community networks. Participants frequently described the program as a vital source of hope and social connection, with one stating, “I was counting the days until the next program. It gave me something to look forward to and a reason to leave the house,” and another sharing, “Now I know who to call if I need support.”

Evaluation data further confirmed strong program outcomes:

- 95% reported improved mental health knowledge and reduced stigma
- 91% gained confidence in seeking mental health support
- 86% increased understanding of Canadian health and community systems
- 87% learned new family wellbeing strategies
- 95% developed new social connections
- 79% reported increased trust in community programs
- 100% indicated they would attend again

Participants consistently emphasized increased confidence, reduced isolation, and a stronger sense of belonging. Many noted feeling respected and understood due to the culturally grounded, language-accessible design of the program.

Webinars, Roundtables, and Activities

Importantly, the initiative also supported Afghan mental health professionals by providing training opportunities and pathways toward Canadian certification. This strengthened local capacity, built sustainable service delivery models, and aligned with PEGASUS Institute's commitment to global health education and workforce development.

Overall, the Stronger Together program advanced PEGASUS Institute's core objectives of improving equitable access to mental health resources, addressing systemic barriers, and strengthening newcomer resilience. It demonstrated that culturally responsive, community-led programming can simultaneously improve mental health literacy, reduce isolation, and build long-term social infrastructure. By combining evidence-based psychoeducation with Afghan traditions of food, music, and language, the program created not only knowledge and skills, but also belonging, trust, and enduring community connection.

Ukelele Lessons

PEGASUS Institute delivered and hosted the Bollywood Tadka on Uke (BTU) program, a weekly virtual initiative that integrates music, culture, and mental wellbeing through Hindi-language ukulele sessions. Grounded in research on the positive impacts of music on mental health, the program provided an inclusive and accessible space for participants of all ages and skill levels to engage in music-making while fostering a sense of community and belonging. By centering Bollywood music, BTU supports newcomers and individuals of South Asian origin in maintaining cultural connections while easing integration into life in Canada. The program also incorporates basic skill-building, curated playlists aligned with participant wellbeing, and regular check-ins to promote stress reduction. Through ongoing sessions, educational content development, and guest facilitators, PEGASUS continues to strengthen culturally responsive, community-based approaches to wellbeing and social connection.

Partnership Highlights

Consortium of Universities for Global Health (CUGH)

PEGASUS Institute continued to explore opportunities for partnership with the Consortium of Universities for Global Health (CUGH) over the past year. Most notably, PEGASUS Board President Neil Arya delivered a virtual workshop during CUGH's Virtual Global Health Week in December 2025, which expanded on the work he presented at the World Health Summit on Peace through Health. Similarly, Dr. Keith Martin from CUGH is a keynote speaker at the 2026 PEGASUS Conference, and together with his team members Andrew Dykens and Sarah Kellogg, continue to work in collaboration with PEGASUS staff and contractors to formalize a program partnership combining technology and mentorship for Global Health Professionals, by leveraging both their Capacity Building Platform and PEGASUS' Emerging Leaders and geographic networks. A project document has begun taking shape for this endeavour.

Project Save the World

PEGASUS Institute partnered with [Project Save the World](#) to engage members of our networks as speakers and facilitators in forum episodes and podcast discussions. This collaboration created opportunities to amplify diverse voices and expertise on critical global issues, while fostering interdisciplinary dialogue and knowledge exchange.

Specifically, PEGASUS Institute has partnered with Project Save the World to host the following episodes:

- [Mental Wellness in Wars](#)
- [Refugees in Africa](#)
- [The Right to Health](#)
- [Peace and Health in the Congo](#)
- [Indigenous Health Perspectives](#)



Partnership Highlights

Other PEGASUS relevant key topics explored through these forums and podcasts include:

- Global health equity and access to care
- Climate change and planetary health
- Migration, displacement, and refugee health
- Peacebuilding and conflict resolution
- Mental health and community resilience
- Social determinants of health and underserved populations
- Indigenous health and reconciliation
- Intersectoral collaboration and policy innovation

PEGASUS Institute further extended the reach of these discussions by sharing relevant episodes and educational content with our broader network through social media, email newsletters, and YouTube channels, enhancing accessibility and ongoing engagement with these important conversations.

Planetary Health Weekly

PEGASUS Institute partnered with [Planetary Health Weekly](#) to support the development and dissemination of its weekly newsletter. Planetary Health Weekly is a free, regularly published e-newsletter that curates global news and perspectives on ecological wellness, environmental change, and their interconnected impacts on human health and development . Through this collaboration, PEGASUS Institute contributed to editing, formatting, and compiling newsletter content, helping to ensure clarity, accessibility, and consistency across each issue.

In addition to editorial support, PEGASUS Institute played a key role in expanding the reach of the newsletter by distributing it across its networks, including through social media platforms, email newsletters, and partner channels. This collaboration

Partnership Highlights

supported broader knowledge mobilization on key topics such as climate change, global health equity, environmental sustainability, Indigenous knowledge, and community resilience, reinforcing shared commitments to interdisciplinary learning and action in planetary health.

Canadian Refugee Health Network



PEGASUS Institute has worked collaboratively with the [Canadian Refugee Health Network](#) to strengthen engagement and knowledge exchange within the field of refugee and migrant health. As part of this partnership, PEGASUS has supported the hosting of regular network meetings through its Zoom platform, actively participated in discussions, and facilitated the dissemination of information and educational resources from the network to its broader community.

This collaboration has also meaningfully supported PEGASUS Institute's work in refugee health and migration by enhancing access to current research, shared learning opportunities, professional expertise, and valuable connections within the sector. Through this ongoing partnership, PEGASUS continues to contribute to and benefit from a strong, collaborative network dedicated to advancing health equity for refugee and migrant populations.

Memberships

Development of PEGASUS Membership

The development of formal membership opportunities for PEGASUS Institute is currently being actively explored as part of its broader organizational growth and strategic evolution. Establishing a membership model has the potential to significantly strengthen PEGASUS Institute's sustainability, visibility, and impact by creating a structured community of engaged partners, including researchers, practitioners, community partners, and program users. Membership could provide important benefits such as enhanced opportunities for knowledge exchange, strengthened collaboration across sectors, increased access to training and capacity-building initiatives, and a more coordinated platform for co-creation of programs and research. In addition, a formal membership structure would support deeper community engagement and foster a shared sense of ownership and accountability in advancing PEGASUS Institute's mission. As the Institute continues to expand, membership development represents a key opportunity to build long-term partnerships, diversify funding and engagement pathways, and further solidify PEGASUS Institute's role as a leader in global health, peace, environmental sustainability, community-based research, newcomer wellbeing, and health equity.

Cooperation Canada

As a member of Cooperation Canada, PEGASUS Institute benefits from being part of a respected national network that strengthens collaboration, amplifies sector-wide programming, and enhances knowledge sharing across Canada's international cooperation community. Membership provides access to strategic policy dialogue, sector updates, capacity-building opportunities, and partnerships that support more effective and coordinated responses to global and community-level challenges. Through this affiliation, PEGASUS Institute is able to align its programming with national and international best practices, contribute to collective advocacy efforts, and strengthen its impact in areas such as newcomer wellbeing, mental health, and community integration. This connection also enhances PEGASUS Institute's visibility and credibility within the sector, supporting stronger partnerships and more sustainable program development.

Memberships

Society of Refugee Health Professionals

As a member of the Society of Refugee Healthcare Providers, PEGASUS Institute benefits from being part of a leading national and international network dedicated to advancing equitable refugee and migrant health through education, collaboration, and system-level change. Membership strengthens PEGASUS Institute's ability to engage with interdisciplinary experts, stay informed on emerging best practices in refugee health, and contribute to shared learning across clinical, academic, and settlement sectors. A key example of this engagement is PEGASUS Institute's leadership in hosting the IEHPs-CAN pre-conference session for the International Refugee and Migration Health Conference (IRMHC), titled "Bridging Careers, Embracing Diversity." This pre-conference brought together internationally educated health professionals, service providers, and sector leaders to explore systemic barriers, mentorship, and integration pathways into Canada's healthcare workforce, reinforcing PEGASUS Institute's role in knowledge mobilization and workforce integration for refugee and internationally trained professionals.

Organizational Capacity, Institutional Sustainability & External Outreach

Organizational Capacity

PEGASUS Institute continues to demonstrate strong and expanding organizational capacity, underpinned by a growing reputation, increasingly diverse networks, and a proven track record of impactful programs and knowledge mobilization initiatives. Despite maintaining a small core team of part-time staff and contractors, the Institute consistently delivers results that exceed expectations, reflecting a high level of efficiency, commitment, and innovation. Our human resources model is further strengthened by a substantial and engaged volunteer base, including dedicated

Organizational Capacity, Institutional Sustainability & External Outreach

Board and Advisory Board members who contribute critical expertise in governance, strategy, research, and community engagement. PEGASUS Institute's capacity is also enhanced by its multilingual approach, enabling accessible learning, research, and knowledge-sharing opportunities primarily in English, French, and Spanish, as well as additional languages as needed to meet community needs. Importantly, much of PEGASUS Institute's programming is directly informed by lived experience and the voices of those who participate in and benefit from its initiatives, ensuring that activities remain relevant, responsive, and community-driven. This participatory approach strengthens both program design and outcomes, grounding the Institute's work in real-world contexts and community priorities. Collectively, these human resource strengths position PEGASUS Institute as a nimble yet highly effective organization capable of delivering meaningful outcomes at both local and broader system levels.

Resources with Purpose: Financial Sustainability, Reliability and Accountability

At PEGASUS Institute, financial stewardship is guided by a clear commitment to purpose, transparency, and long-term sustainability. Resources are managed with care and intention, ensuring alignment with the organization's mission to create meaningful impact through education, collaboration, and community engagement. This commitment is reflected in key initiatives, including the organization's conference, where strategic investment supports sponsored guest speakers and provides discounted access for students, helping to remove barriers and broaden participation.

PEGASUS Institute adheres to strict Canada Revenue Agency (CRA) protocols and requirements, ensuring full compliance in all financial practices. Payroll processing and CRA filings are managed through the Institute's bookkeeper at Dragonfly Enterprises, with additional oversight and collaboration with MNP Accountants to produce audited financial statements. This year, the organization has transitioned to

Organizational Capacity, Institutional Sustainability & External Outreach

cloud-based accounting systems, further strengthening transparency, accountability, and real-time financial tracking.

Through thoughtful planning, strong financial oversight, and consistent accountability, PEGASUS continues to build a stable and resilient operational foundation. A focus on reliable processes, transparent reporting, and responsible growth supports both current initiatives and future opportunities, enabling PEGASUS to meet its obligations with integrity while fostering trust among partners, stakeholders, and the communities it serves.

Functionality

PEGASUS Institute primarily operates in a virtual environment, a model that has enabled us to remain flexible, responsive, and globally connected while maintaining accessibility for diverse participants across regions. At the same time, we are increasingly expanding our in-person presence through a growing number of events, engagements, programs, and collaborative activities both within Canada and internationally. Through our five global networks and broader partnerships, we continue to engage meaningfully in courses, conferences, and collaborative research projects that extend our reach and impact across borders. As the digital landscape continues to evolve, PEGASUS Institute is committed to adapting its systems and approaches to ensure our work remains equitable, accessible, and safe for all participants. We are supported in this ongoing digital evolution by our contractors at Baitach, who assist in strengthening our online infrastructure and functionality. A significant focus of 2025 was dedicated to planning PEGASUS Institute's first major conference since its establishment, marking an important milestone in our organizational development. As we continue to navigate both virtual and digital spaces, we remain equally committed to reconnecting through in-person programming, events, and community engagement, balancing innovation with relational, face-to-face collaboration.

Organizational Capacity, Institutional Sustainability & External Outreach



Data Organization/Institutional Memory

PEGASUS Institute has made significant strides in strengthening its data organization and institutional memory, ensuring greater efficiency, security, and continuity across all operations. Central to this progress has been the adoption of Google Workspace through its non-profit program, enabling the full migration of all organizational files into a single, integrated system organized across three shared drives. All staff operate using pegasus.ca email addresses, supporting streamlined communication and secure access management, with permissions carefully limited to relevant users and continually optimized in collaboration with Baitach. Physical documentation is securely maintained by the Board President and Executive Director, complementing robust digital systems. Institutional memory is further reinforced through the continuity and experience of long-term contributors, including Melissa Whaling (6 years+ some conferences), Dr. Neil Arya (6 years+ conferences), and other dedicated part-time staff with multiple years of service. Documentation processes have also been enhanced through the use of tools such as Zoom and Otter.ai for notetaking, combined with careful human editing by staff to ensure accuracy across internal and external meetings, including all Board of Directors minutes. Additionally, PEGASUS Institute continues to expand its digital presence through its website, PEGASUS Institute website, and social media platforms, which serve as important repositories for knowledge sharing and organizational history. The use of a collective Canva account allows for the centralized storage of promotional materials, including posters, flyers, and designs, while video recordings and the Institute's YouTube channel further contribute to accessible, multimedia documentation and knowledge dissemination.

Organizational Capacity, Institutional Sustainability & External Outreach

Conference Planning

UNIVERSITY OF WATERLOO
ONTARIO, CANADA

MAY 1 - 3
PRE-CONFERENCE EVENTS:
APRIL 29-30

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Interconnected Futures:
Pathways to Justice in Global Health, Peace and Sustainability

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For any inquiries, please contact conference@pegasusinstitute.ca

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Throughout 2025, a significant portion of PEGASUS Institute’s organizational focus was dedicated to the planning and development of the 2026

Interconnected Futures Conference - an ambitious, multi-day global gathering designed to explore the intersections of health, peace, sustainability, and social justice. This flagship event reflects PEGASUS’

commitment to advancing interdisciplinary dialogue and fostering collaborative solutions to complex global challenges, with a particular emphasis on refugee health, equity, and systems transformation.

Organizational Capacity, Institutional Sustainability & External Outreach

To support the scope and complexity of the conference, PEGASUS established a robust and inclusive governance structure composed of dedicated volunteer-led committees. These included the Central Planning Committee and the Internal Planning and Communications Committee (meeting bi-weekly), alongside a range of thematic and operational subcommittees: International Health; Local Health; Peacebuilding; Global Migration: Health, Justice and Belonging; Sustainability; Scientific; Social; Virtual Experience; French/Spanish Programming; Management and Logistics; and ELN Pre-Conference Planning. Each committee brought together subject matter experts, practitioners, and community voices to ensure that programming reflects diverse perspectives, lived experience, and global relevance.

Operationally, the Institute implemented the Oxford Abstracts system to manage the full lifecycle of conference submissions, including abstracts, posters, and session proposals. This platform supported a rigorous peer-review process and enabled efficient coordination across committees. Parallel to this, extensive work was undertaken to coordinate conference logistics, including venue selection, catering, audiovisual services, and hybrid delivery design to ensure accessibility for both in-person and virtual participants.

Partnership development was another key priority. PEGASUS engaged a growing network of collaborators across academic, clinical, and community sectors, alongside sponsors who share a commitment to advancing global health equity and social justice. Strategic partnerships were also instrumental in strengthening the conference's digital infrastructure. The team at Baitach played a central role in developing and optimizing the conference website and registration systems, enhancing user experience and streamlining participant engagement.

In parallel, significant effort was devoted to outreach, promotions, and marketing, ensuring broad visibility across national and international networks. Planning also included coordination of speakers, facilitators, moderators, and volunteers, as well as

Organizational Capacity, Institutional Sustainability & External Outreach

the development of a dynamic and interdisciplinary conference schedule designed to foster meaningful dialogue and collaboration.

A key priority for 2026 has been accessibility and inclusion. PEGASUS worked closely with the Lionel Penrose Foundation to organize and rigorously vet scholarship applications, enabling equitable access to conference registration for participants who may otherwise face financial barriers. This initiative aligns with PEGASUS' broader commitment to reducing inequities in knowledge exchange and participation.

Collectively, the extensive planning undertaken in 2025 has laid a strong foundation for what promises to be a highly impactful and globally engaged conference. The *Interconnected Futures* Conference stands as a testament to the power of collaboration, thoughtful design, and shared commitment to advancing a more just, inclusive, and sustainable future.

 **MEET OUR SPEAKERS**

| | | | | | | |
|---|--|---|--|--|---|---|
|  Ziauddin Yousafzai |  Clare Pain |  Nurit Peled-Elhanan |  Ali Ardalan |  Rachel Thibeault |  Fawad Akbari |  Yara Asi |
|  Keith Martin |  Jim Estill |  Katharine Hayhoe |  Melissa Lem |  Courtney Howard |  Bree Akesson |  James Achuli |
|  Joe Mancini |  Miriam Orcutt |  Abdel-Rahman Lawendy |  Jose Pablo Baraybar |  Apostolos Veizis |  Doug Jones |  Jorge Heine |

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[Organization \(OCISO\)](#)

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[Young Women Christian Association \(YWCA\) -](#)

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[Brant Community Foundation](#)

[City of Brantford](#)

[Grand River Community Health Centre](#)

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[Wilfrid Laurier University](#)

[Refuge Newcomer Health](#)

Peace Professionalism Project/Transactional Sex 4 Fish

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[Universidad San Francisco de Quito - Ecuador](#)

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[Madre Tierra México](#)

[Educación Popular en Salud \(EPES\)](#)

[Red universitaria anticorrupción \(RedUva\)](#)

Interconnected Futures Conference 2026

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[Social Sciences and Humanities Research Council \(SSHRC\)](#)

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[Canadian Government- Department of Canadian Heritage - Enhancement of Official Languages Program, Promotion of Linguistic Duality Component](#)

Challenges and Opportunities

Challenges

A central challenge for the Institute remains its limited human and financial resources. With a small core team of staff and contractors, PEGASUS delivers an ambitious and expanding portfolio of programming, resulting in a consistently high workload and the need for careful prioritization. The absence of stable core funding further compounds this pressure, requiring ongoing effort to secure project-based funding and sustain operations.

The Institute's broad national and international reach, while a strength, also presents operational complexities. Much of PEGASUS' work is conducted virtually, which can limit opportunities for deeper relationship-building and community engagement that often emerge through in-person collaboration. At the same time, organizing localized, in-person events across diverse geographies requires additional coordination and resources.

An additional layer of complexity arises from the Institute's rich linguistic diversity. While PEGASUS prioritizes accessibility in English, French, and Spanish, its global networks engage in many other languages, including Swahili, Arabic, Pashto, Dari, German, and more. Ensuring meaningful inclusion across languages, through translation, interpretation, and culturally appropriate communication, requires both financial resources and operational planning, particularly in a largely virtual environment.

These internal constraints are occurring within a wider context of sector-wide challenges. Across the nonprofit, academic, and global health sectors, funding reductions, constrained human resources, and fewer partnership opportunities are increasingly common. This competitive and uncertain environment necessitates greater innovation and resilience in program delivery, partnership development, and organizational sustainability.

Challenges and Opportunities

Opportunities

Despite these challenges, PEGASUS Institute is exceptionally well-positioned to continue growing its impact.

The Institute benefits from a highly dedicated, skilled, and mission-driven team. Its staff and contractors consistently demonstrate adaptability, creativity, and a strong commitment to excellence, often going beyond formal roles to ensure the success of programs and initiatives. Their interdisciplinary expertise enables PEGASUS to respond effectively to complex and evolving global issues.

A defining strength of the Institute is its extensive and diverse network. This includes a large base of volunteers, partners, Board members, and Advisory Board contributors, as well as regional and thematic networks such as the Emerging Leaders Network (ELN), MENA, East African, Latin American, and Francophone communities. Collectively, these individuals contribute substantial time, expertise, and lived experience, enriching PEGASUS programming, research, courses, and knowledge-sharing activities. This diversity, spanning disciplines, geographies, career stages, and languages, enhances both the relevance and reach of the Institute's work.

PEGASUS' linguistic diversity is also a significant opportunity. The Institute's ability to operate and engage across English, French, and Spanish, while also drawing on capacities in languages such as Swahili, Arabic, Pashto, Dari, German, and others, positions it to foster inclusive dialogue, reach underserved communities, and support culturally grounded knowledge exchange. This multilingual capacity strengthens partnerships, enhances accessibility, and enables more equitable participation in global conversations.

PEGASUS has also cultivated strong, long-term partnerships that provide stability and credibility. Ongoing collaboration with the Canadian Medical Foundation as a primary donor, alongside support from the Lionel Penrose Foundation, leading

Challenges and Opportunities

academic institutions (including the University of Waterloo, Wilfrid Laurier University, the Balsillie School of International Affairs, McMaster University, the University of Ottawa, and others), and a wide range of governmental, non-governmental, and civil society organizations, continues to strengthen program delivery and impact.

The Institute's engagement with students and early-career professionals represents another significant opportunity. Through the ELN, practicum placements, and co-op programs, particularly with the University of Waterloo and McMaster University, PEGASUS not only supports capacity-building for the next generation but also benefits from their innovation, energy, and contributions to ongoing work.

Operationally, PEGASUS demonstrates agility through its flexible and versatile team, as well as through strategic partnerships such as its collaboration with BAITACH, which enhances the Institute's technical capacity and digital presence. This is especially important given the organization's largely virtual model and global reach. Importantly, PEGASUS continues to think creatively about resource mobilization, exploring non-traditional funding streams and partnership models to support sustainability. Its longstanding networks, many of which originated from early PEGASUS conferences, starting in 2012 prior to the Institute's formal establishment in 2020, remain active and continue to generate collaboration, knowledge exchange, and new opportunities.

Looking ahead, the relaunch of the PEGASUS Conference in 2026 represents a major opportunity to re-engage global networks, amplify impact, and catalyze new partnerships and initiatives across sectors.

While resource constraints and external pressures persist, PEGASUS Institute's strengths—its people, partnerships, networks, adaptability, and multilingual capacity—position it well to navigate challenges and seize emerging opportunities. By continuing to leverage its collaborative model and global reach, the Institute is poised to deepen its impact and advance its mission in innovative and sustainable ways.

Awards

The PEGASUS Institute was honoured to receive the CharityVillage Award for Diversity, Equity, and Inclusion in the Workplace 2025, presented by CharityVillage. This recognition reflects the Institute's ongoing commitment to fostering an inclusive, equitable, and culturally responsive workplace. Through intentional policies, diverse leadership, and community-informed programming, PEGASUS has prioritized creating an environment where all voices are valued and supported. The award affirms the organization's efforts to embed equity and inclusion across all levels of its operations and serves as a meaningful milestone in its continued pursuit of social impact and organizational excellence.



Looking Ahead to 2026

Conference

A major priority for PEGASUS Institute in the coming year is the delivery of its flagship event, the Interconnected Futures: Pathways to Justice in Global Health, Peace, and Environmental Sustainability Conference, taking place May 1–3, 2026 at the University of Waterloo, with complementary pre-conference events on April 29–30.

This conference represents a pivotal moment for the Institute, marking the revitalization of the PEGASUS conference series that originally laid the foundation for the organization itself. It reflects both a return to PEGASUS' roots and an evolution toward a more inclusive, interdisciplinary, and globally connected model of engagement.

The 2026 conference will bring together a diverse and international community of stakeholders, including researchers, practitioners, policymakers, students, and individuals with lived experience, to address some of the most pressing and interconnected global challenges of our time. These include climate change, structural inequality, forced migration, political conflict, and persistent health inequities.

Through keynote presentations, expert panels, skills-building workshops, and networking opportunities, the conference is designed not only to share knowledge, but to catalyze action. A core objective is to foster meaningful interdisciplinary collaboration and generate practical, equity-driven solutions that extend beyond the conference itself.

Importantly, the hybrid format, combining in-person engagement with virtual participation, will enable broader global access, including dedicated space for French- and Spanish-language programming. This aligns with PEGASUS' commitment to linguistic inclusion and equitable participation across regions and communities.

Looking Ahead to 2026



The conference will also serve as a platform to elevate underrepresented voices and promote decolonial, community-driven approaches to global health, peacebuilding, and environmental sustainability. By centering diverse perspectives and lived experiences, PEGASUS aims to deepen dialogue and strengthen more just and inclusive systems.

Pre-conference programming, including a Refugee Health Clinical Day, international collaborations on health systems, and emerging leader networking events, further reinforces PEGASUS' commitment to capacity-building, professional development, and cross-sector partnership.

Beyond the event itself, the Interconnected Futures Conference is expected to generate lasting impact by strengthening PEGASUS' global networks, advancing research and knowledge mobilization, and creating new opportunities for collaboration across sectors and regions. It will also play a critical role in raising the Institute's profile, supporting future partnerships, and contributing to long-term sustainability.

As PEGASUS looks ahead, the 2026 conference stands as both a milestone and a catalyst, positioning the Institute to deepen its leadership at the intersection of global health, peace, and environmental sustainability, while continuing to build a more connected, equitable, and collaborative global community.

IEHPs-CAN Program Expansion

- The IEHPs-CAN program was rebranded as a national initiative, supported by a new and consistent visual and digital identity.
- The website was redesigned to align with updated branding standards and improve clarity, structure, and user experience.
- Access to the platform was expanded through multiple domains, including IEHPs-CAN.ca, IEHP-CAN.ca, and iehps.ca.

Looking Ahead to 2026

- Technical upgrades enhanced site speed, performance, and overall reliability.
- Search visibility was strengthened through improved SEO and AI-driven content optimization strategies.
- Digital outreach efforts were scaled through Google Ads campaigns, utilizing Google Ads Grants to increase awareness and drive targeted traffic.
- In 2025, the IEHPs-CAN website experienced strong growth compared to 2024, reflecting the impact of expanded digital outreach and platform improvements. The website attracted approximately 36,000 users, generated around 47,000 sessions, and recorded over 80,000 page views, with an average engagement time of 1 minute and 16 seconds. This growth was driven primarily by organic search, which accounted for approximately 23,000 sessions, along with strong traffic from Canada, representing around 18,000 users.

Building on a strong foundation established in 2025, PEGASUS Institute will continue to expand and strengthen the IEHPs-CAN (Internationally Educated Health Professionals – Canada) program in 2026, with a clear and sustained focus on mentorship, skills development, and pathways to practice as core drivers of impact.

In 2025, the program demonstrated the effectiveness of a comprehensive, integrated model, combining individualized mentorship, national knowledge-sharing, Francophone programming, and a growing digital platform, to address persistent barriers to licensure and workforce integration. In 2026, PEGASUS will prioritize scaling these high-impact components to reach more IEHPs across Canada while supporting more efficient and equitable transitions into practice.

A central priority is the expansion and enhancement of the IEHPs-CAN Mentorship Program. Building on strong demand and positive outcomes, PEGASUS will work to increase the number, diversity, and geographic distribution of mentors across professions and linguistic communities. The program will further strengthen structured mentorship streams, including peer-to-peer, small group, and one-on-one models, with an increased emphasis on practice-oriented mentorship.

Looking Ahead to 2026

This includes targeted support for licensure pathways, exam preparation (e.g., CaRMS, NCLEX, PEBC), clinical readiness, observerships, and entry into residency or employment.

Complementing mentorship, PEGASUS will continue to expand skills development and career readiness programming. This will include enhanced workshops, webinars, and applied learning opportunities focused on professional communication, language proficiency, and navigating Canadian healthcare workplace culture. Building on the success of national events and the IEHPs Summit, programming will continue to create meaningful connections between IEHPs, regulators, employers, and educators, supporting both knowledge exchange and tangible career opportunities.

A key area of growth in 2026 will be the continued development of clear, accessible, and profession-specific pathways to practice. The IEHPs-CAN digital platform will remain central to this effort, evolving as a comprehensive, user-centered hub that provides tailored guidance by profession and province, alongside expanded tools, resources, and multilingual content. Enhancements will focus on improving navigation, reducing fragmentation of information, and supporting informed decision-making for IEHPs at different stages of their journey.

To support this growth, PEGASUS will place increased emphasis on the expansion and diversification of funding opportunities. This includes pursuing new partnerships with philanthropic organizations, government funders, private sector partners, and academic institutions to sustain and scale core program components. Strengthening and diversifying funding streams will be essential to advancing mentorship, education, pathways development, networking, and navigation supports, while also enabling continued innovation and responsiveness to emerging needs.

At a systems level, PEGASUS will continue to deepen sector partnerships and collaborative approaches to IEHP integration. Strengthened relationships with regulatory bodies, healthcare employers, settlement organizations, and educational

Looking Ahead to 2026

institutions will support more coordinated and aligned pathways into the workforce. Program data, platform analytics, and participant feedback will further inform knowledge mobilization efforts and contribute to broader policy and systems-level discussions.

Expanding Francophone and multilingual access will remain a priority, ensuring equitable participation across diverse linguistic communities. Continued investment in bilingual programming, translated resources, and targeted outreach will support more inclusive engagement and better reflect the diversity of IEHPs across Canada.

Looking ahead, the IEHPs-CAN program represents a scalable and high-impact model for addressing critical healthcare workforce needs while supporting internationally educated professionals to contribute their skills meaningfully. Through expanded mentorship, strengthened skills development, clearer pathways to practice, and diversified funding and partnerships, PEGASUS is well-positioned in 2026 to deepen both individual and systems-level impact.

Continued and Expanded Research, Programming, and Impact

As PEGASUS Institute looks ahead to 2026, a key priority will be the continued expansion of its integrated model of research, community-based programming, and knowledge mobilization, strengthening the connections between global evidence, local action, and systems-level change across health, peace, and sustainability.

Building on substantial progress in 2025, several flagship research initiatives will move into critical next phases. The Transactional Sex-for-Fish (TS4F) and Gender-Based Violence project in Kenya will transition from data collection to analysis, dissemination, and community impact. With 60 field transcripts gathered through community-based research in the Lake Victoria region, 2026 will focus on generating preliminary findings, sharing insights at the PEGASUS Conference, and translating research into action through a community-facing workshop in Kisumu, Kenya.

Looking Ahead to 2026

This next phase reflects PEGASUS' commitment to ensuring that research not only advances knowledge, but also informs culturally grounded, locally relevant interventions.

Similarly, the Peace Professionalism Project (PPP) will advance into a robust knowledge mobilization phase, following extensive global engagement in 2025, including interviews, focus groups, and surveys across five continents. In 2026, PEGASUS and its partners will focus on producing scholarly publications, advancing a framework for peace professionalism, and sharing findings through international platforms, including dedicated sessions at the PEGASUS Conference. This work will continue to bridge the gap between research, policy, and practice while contributing to the development of more effective, evidence-informed peacebuilding approaches worldwide.

At the community level, PEGASUS will build on the demonstrated success of its Stronger Together: Newcomer Wellness, Belonging & Resilience program by expanding and adapting this model to new regions and populations. Following a highly impactful pilot in Brantford, plans for 2026–2027 include scaling the program to Waterloo Region, reaching Afghan, Syrian, Rohingya, and other newcomer communities through culturally responsive, trauma-informed programming. This expansion will include mental health and wellbeing workshops, peer support circles, walk-and-talk initiatives, life skills development, and cultural programming, delivered in multiple languages and grounded in lived experience.

This work represents an important evolution in PEGASUS' programming model, integrating mental health, social connection, cultural identity, and system navigation into a cohesive approach that strengthens both individual resilience and community-level social infrastructure.

Looking Ahead to 2026

Partnerships with local organizations, health providers, academic institutions, and community leaders will be central to this effort, ensuring sustainability, relevance, and accessibility.

Across all initiatives, PEGASUS will continue to emphasize community-engaged, interdisciplinary, and equity-driven approaches. A defining feature of the Institute's work is the integration of lived experience, local expertise, and global research, enabling more inclusive and impactful solutions to complex challenges such as forced migration, gender-based violence, mental health, and peacebuilding.

In 2026, PEGASUS will also strengthen its focus on knowledge mobilization and cross-sector learning, using platforms such as the Interconnected Futures Conference to bring together insights from research projects, community programming, and global partnerships. This will create opportunities to share evidence, elevate community voices, and foster new collaborations across regions and disciplines.

To support this continued growth, PEGASUS will prioritize the expansion and diversification of funding and partnership opportunities, enabling the Institute to scale successful models, sustain long-term research initiatives, and deepen its impact across sectors. Investments in research, programming, and evaluation will ensure that PEGASUS remains responsive to emerging needs while contributing to broader systems change.

Looking ahead, PEGASUS Institute is uniquely positioned to advance a holistic and interconnected approach, where research informs practice, programming strengthens communities, and partnerships drive sustainable impact. Through continued innovation, collaboration, and a strong commitment to equity and inclusion, PEGASUS will further its role as a leader in advancing global health, peace, and environmental sustainability in 2026 and beyond.

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YouTube: <https://youtube.com/@pegasus.institute>

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