

MARCH 2021

CHAMPLAIN LHIN

FLHS CAPACITY REPORT

Prepared for MOH and MOLTC

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1 INTRODUCTION



1.1 FOREWORD

The Ontario health care system relies on evidence-based data to make informed decisions on issues that affect the health of the population. As such, health service planning takes into account the state of health of Ontarians as well as their use of health care services.

The Ministry of Health¹ (MOH) recognizes the importance of data on FLHS capacity, as well as the expertise of the French Language Health Services Network of Eastern Ontario (the Réseau) on this matter, and has mandated the latter to conduct a province-wide analysis of Ontario's FLHS capacity.

For the past 3 years, using the OZi Portal, data has been collected from LHIN-funded health service providers (HSPs). This operation was carried out in collaboration with all 14 LHINs, as well as all six Entities. The data collected enabled the Réseau to produce 14 capacity reports and 14 dashboards annually, that is, one for each LHIN. This document contains the Champlain LHIN Capacity Report for the year 2019-2020. This report is complementary to the dashboard of this LHIN.

The dashboard has been designed to help monitor the performance of regional stakeholders and guide the improvement of FLHS. It presents a high-level view of the local provision of FLHS, framed in four themes: "LHIN Overview", "FLHS Responsibility", "Organizational Practices", as well as "FLHS Opportunities".

The capacity report presents a detailed view of the local provision of FLHS, with data available by local areas and sectors of care. It has been designed to help service planners make decisions in order to fulfill their obligations, as set out in the *ministry's [Guide to Requirements and Obligations Relating to French Language Health Services](#)*² (*Guide to FLHS, 2017*).

1 As of June 2019, the Ministry of Health and Long-Term Care has been divided into two ministries: the Ministry of Health and the Ministry of Long-Term Care. In this report, the acronym MOH and the ministry refers to both organizations.

2 This guide is available at http://www.health.gov.on.ca/en/public/programs/flhs/docs/Guide_to_FLHS_FINAL.pdf

Finally, while these analyses are meant to inform planning decisions, it is worth noting that this report only provides an analysis of the current state of capacity; and that further analysis by the service planners and Entities is required to understand local demand for FLHS.

1.2 CONTEXT

Offering French language health services (FLHS) derives from an obligation under the *French Language Services Act (FLSA)*, whereby all Ontario government services must be provided in French. In the healthcare system, this responsibility was reaffirmed in the MOH's *Guide to FLHS*; all system stakeholders (the MOH, LHINs, Entities and HSPs) have specific roles to uphold in order to provide a reasonable access to local FLHS across the entire continuum of care. See Appendix 1 for a more detailed description of their roles and responsibilities.

The *Guide to FLHS* indicates that all providers within a given region may contribute to the provision of French language services. All HSPs should therefore be included when determining the FLHS capacity of a region. It is not necessary that all HSPs be able to offer FLHS with the same degree of coverage of the care continuum, but their efforts must be combined to arrive at an efficient provision of FLHS all along the continuum of services and care. To achieve this, the *Guide to FLHS* assigns different levels of responsibility to HSPs.

Designated HSPs have an obligation to provide all their services in French on a guaranteed and permanent basis, in compliance with the 34 designation requirements. They must also submit a statement of compliance to the MFA on a three-year basis to demonstrate they are still compliant with the designation requirements. It is worth noting that a designated HSP is considered to have full capacity to provide services in French and its presence is analogous to the existence of effective FLHS delivery. However, an HSP can be partially designated. Partial designation occurs when a regulation designating a public service agency limits the designation's application only to specific services provided by the

agency, or specifies services that are excluded from the designation.

Identified HSPs have been selected to work toward designation under the *FLSA*. These HSPs have a responsibility to develop a French Language Services Plan and to provide services in French in accordance with existing FLHS capacity. The progress these HSPs make toward designation tells us about the development of FLHS in the region.

Non-identified HSPs are neither identified for designation nor designated under the *FLSA*. Although there is no expectation for these HSPs to have FLHS capacity, they still have a responsibility to develop and implement a plan to address the needs of their local Francophone community. This includes the provision of information on health services available in French in their region. To this end, they should adopt certain organizational practices conducive to the provision of French language services. These practices will be further explored in section 2 (“Methodology”).

Responsibility for French language services is exercised through designation, a legal and administrative procedure that follows the rules and procedures prescribed by the *FLSA*, *Ontario Regulation 398/93* and MFA directives. This legislative and regulatory framework enables HSPs to demonstrate that they have the capacity to provide French language services on a permanent basis while meeting the specific needs of the Francophone population they serve (this only applies to the services included in their designation).

In the current report, the concept of responsibility for FLHS thus corresponds to an HSP’s designation status and encompasses the above-mentioned obligations with regards to FLHS. The data collected through the OZi Portal and presented in this report consequently reflects the responsibility level, as this information is indicative of local FLHS capacity.

2 METHODOLOGY



2.1 DATA COLLECTION

The data collected for the purpose of this report was submitted through the OZi Portal by the 1418 LHIN funded HSPs. The data collection was carried out in collaboration with the Ministry of Health, the Ministry of Long-Term Care, the 14 LHINs³ and the six planning entities.

HSPs were asked to fill out and submit one of two FLS reporting templates designed for this purpose. The first template was designed for identified and designated HSPs. This reporting template was based on the designation plan. The second template was designed for non-identified HSPs. Both reporting templates captured data on Francophone clients, HR with French language proficiency, and additional questions with regards to organizational practices. Using the data collected, 15 indicators were generated to assess FLHS capacity. These indicators are defined in this report as well as in Annex 4.

To ensure the highest rate of data collection and validation, the Réseau established a project management structure carried out in five different phases of deliverables. Data collection occurred during the deployment phase which took place between June and October 2020.

2.2 ANALYTICAL FRAMEWORK

As specified in the previous section, all HSPs within a given region must contribute to the provision of FLHS, in accordance with their level of responsibility. This obligation evokes the concept of FLHS capacity. “Capacity” refers to the ability to provide FLHS and may be examined at different levels: in an HSP, in a local area, by sectors of care, or across a LHIN.

Three essential components were analyzed to show whether or not there is capacity: HSPs’ level of responsibility for the provision of FLHS, organizational practices conducive to the provision of FLHS, and FLHS opportunities. These elements correspond to the grouping of certain indicators with regards to the provision of FLHS.

3 Current health system transformations group the 14 LHINs into 5 interim and transitional regions.

At the LHIN level, capacity is determined through distribution of responsibility toward FLHS. At the HSP level, capacity is ensured through sufficient HR with an adequate level of French language proficiency. For the purpose of this report, designated HSPs are considered to have full FLHS capacity, while identified HSPs are considered to have a certain capacity that could be developed through designation. Non-identified HSPs are not considered to have the capacity to offer FLHS, though they may have some human resources (HR) with varying levels of French language proficiency.

As for organizational practices, these complementary variables can be used to measure active offer of FLHS. These variables also inform on practices that can be applied by HSPs with no FLHS capacity to ensure some provision of FLHS.

In terms of opportunities for FLHS, they aim to highlight opportunities to improve the provision of FLHS across the continuum of care as well as access to these services for Francophone clients.

In accordance with LHIN planning, we have adopted the distribution of HSPs by geographic local areas and sectors of care. The distribution by sectors of care provides an overview of FLHS capacity across the continuum of care. The five care sectors considered are: hospitals, mental health and addiction services (MHA), long-term care (LTC), community support services (CSS) and community health centres (CHC).

2.2.1 FLHS Responsibility

Among the 15 indicators identified as part of the OZi data collection project to assess capacity, the following provide information on responsibility for FLHS:

Indicator 1: Number of HSPs per responsibility level

Indicator 2: FLS Report submission rate

Indicator 3: Percentage of LHIN funded continuum of service with an FLHS obligation

Indicator 4: Average completion of designation requirements

Grouped together, the indicators in this section give a detailed overview of local capacity. This information

will support LHIN decision making when reviewing the distribution of responsibility across all local areas and sectors.

Indicator 1 informs on responsibility volumes, namely by measuring the number of HSPs that have an obligation to provide FLHS (designated HSPs) or develop their capacity to provide FLHS (identified HSPs), while *Indicator 2* informs on the number of HSPs who fulfilled their reporting obligations.

Indicator 3 measures the percentage of services available in French across the continuum of care. This indicator is based on the number of LHIN funded direct patient service functional centres (referred to as direct patient services in the current report) that are either identified or designated. Since LHINs have the obligation to ensure reasonable offer of FLHS across the continuum of care, this indicator informs on the availability of FLHS for all direct patient services funded by the LHINs.

Indicator 4 informs on the ongoing development of local capacity through designation. To approach or reach full compliance with the 34 designation requirements, identified HSPs must implement a series of practices that enable them to build a full capacity to provide FLHS on an active and permanent basis; the same can be said for designated HSPs to maintain their full compliance.

These indicators should therefore help the LHIN determine if there is enough capacity to ensure provision of FLHS across all sectors of care

2.2.2 Organizational Practices Conducive to the Provision of FLHS

Active offer can be defined as a regular and permanent provision of FLHS – delivered at a quality that is comparable to that of services provided in English – offered systematically and proactively to Francophone clients across the continuum of care. To ensure an active and structured offer of FLHS, HSPs must implement a series of organizational practices. These practices are also designation requirements. The following indicators inform on the implementation of these practices:

Indicator 5: Percentage of HSPs who identify Francophone clients

Indicator 6: Percentage of HSPs who refer Francophone clients

Indicator 7: Percentage of HSPs that capture client satisfaction regarding FLHS

Indicator 8: Percentage of HSPs who align Francophone clients to their HR with FLHS capacity

Identifying Francophone clients (*Indicator 5*) is a *sine qua non* condition for active offer of FLHS. If clients are not identified as Francophones, there is very little chance that they will be offered FLHS. Likewise, if HSPs have no defined practices that allow for systematic alignment of Francophone clients to available HR proficient in French (*Indicator 8*), provision of FLHS is left entirely to chance.

The same logic applies to client referrals (*Indicator 6*). HSPs that do not have the capacity to provide FLHS can still adopt practices conducive to the provision of FLHS, namely by referring Francophone clients to other HSPs that have such capacity. *Indicator 6* thus provides insight on the navigation of Francophone clients across the local health care system.

Finally, measurement of client satisfaction with regards to FLHS (*Indicator 7*) is indicative of an HSP's commitment to quality assurance and continuous improvement of FLHS and Francophone patient experience.

2.2.3 FLHS Opportunities

The indicators in this section aim to highlight opportunities for further analysis and enhancement of FLHS. To develop these indicators, three information components have been factored in:

- use of services by Francophone clients;
- distribution of services delivered by HSPs with no obligation to provide FLHS; and
- distribution of HR with French language proficiency within designated, identified and non-identified HSPs.

Indicator 9: Percentage of non-identified services

Indicator 10: Percentage of Francophone clients served by non-identified HSPs

Indicator 11: Percentage of Francophone clients served by identified or designated HSPs

Indicator 9 measures the percentage of LHIN funded direct patient service functional centres with no FLHS obligation (non-identified services). This indicator can be used to outline direct patient services that are not offered in French.

Furthermore, by analyzing whether available FLHS within designated or identified HSPs are currently being used by Francophone clients – compared to services offered by non-identified HSPs –, FLHS opportunities can come into sight. *Indicators 10* and *11* demonstrate whether responsibility with regards to FLHS has been distributed to serve the needs of Francophone clients.

2.2.4 Human Resources (HR) with French Language Proficiency

HR with proficiency in French are the foundation for the provision of FLHS. An employee's French language proficiency is determined through linguistic evaluation by an accredited firm. According to the Government of Ontario, staff can be classified according to seven levels of oral and written proficiency: “No Proficiency” (not collected in the present report) “Elementary”, “Intermediate”, “Advanced Minus”, “Advanced”, “Advanced Plus” and “Superior”.

To comply with designation requirements, identified and designated HSPs must demonstrate – in their HR Plan – that designated positions are held by staff with one of the following proficiency levels: “Advanced Minus”, “Advanced”, “Advanced Plus” or “Superior”. The presence of employees with these proficiency levels is thus indicative of an HSP's actual FLHS capacity.

As for non-identified HSPs, since their staff is not subjected to linguistic evaluation, they have provided self-reported proficiency levels. While staff members with an “Intermediate” proficiency level are not deemed capable of providing FLHS, it is worth noting

they represent a potential capacity that could – with appropriate language training – be tapped into by HSPs to develop their FLHS capacity. Staff members with an “Elementary” proficiency level, on the other hand, represent a limited capacity.

The following indicators thus inform on the effective FLHS capacity of identified and designated HSPs. They also provide a broader overview of the available HR with a self-reported FLHS capacity within non-identified HSPs.

Indicator 12: Percentage of HR able to provide FLHS in non-identified HSPs

Indicator 13: Percentage of HR with “Elementary” French language proficiency

Indicator 14: Percentage of HR with “Intermediate” French language proficiency

Indicator 15: Percentage of HR with “Advanced Minus” to “Superior” French language proficiency

These indicators thus demonstrate whether HR with actual FLHS capacity are distributed in a given region, local area or sector of care, in accordance with HSPs' level of responsibility; they shine light on non-identified HSPs that have created favourable conditions to the development of FLHS capacity.

Finally, this analysis further outlines available resources, untapped potential resources, and opportunities for enhancing FLHS capacity through redistribution or augmentation of responsibility across the continuum of care.

2.3 DATA LIMITATIONS

This report is based on data collected for administrative purposes related to health services delivery.

As a result, there may be limits related to:

- differences in the definitions of the concepts;
- a level of data quality control;
- a lack of complete data.

To reduce the anticipated effects of these limits, we implemented a training and support procedure for the

staff responsible for collecting the data. Evaluation of this procedure has shown that it benefited HSPs and contributed to the gradual improvement of data quality.

The data collected is relevant to the extent that it provides a portrait of FLHS capacity. The data will also serve as a baseline for evaluation of FLHS provision.

Furthermore, as some indicators are based on percentages, the sample size must be taken into consideration.

Finally, the following caveats should be noted:

- *Indicators 2, 10 and 11* are only available at the LHIN level; therefore, these indicators have been excluded from the analyses and figures pertaining to local areas.
- Some LHINs chose not to extend the OZi data collection project to their Indigenous HSPs, while other LHINs invited their Indigenous HSPs to take part in the data collection project on a voluntary basis. For the purpose of this report, Indigenous HSPs who submitted an FLS Report were included in the figures and analyses, while Indigenous HSPs who did not submit an FLS Report were excluded.
- The distribution of HSPs by local areas and sectors of care means that a single HSP may be counted a number of times if it operates in several local areas or sectors. The number of HSPs counted by local areas or sectors may thus be greater than the total number of HSPs actually present in the LHIN.

2.4 PRESENTATION OF THE RESULTS

This report is one of a set of four levels of data presentation: the Dashboard, the Capacity Report, the Regional Data Spreadsheet, and the OZi Portal.

The Dashboard can be read as a high-level standalone document intended for regional decision-makers in health services. Its purpose is to provide direction on local FLHS enhancement and enable performance monitoring. The Dashboard focuses on 10 of the 15

indicators identified as part of the OZi data collection project to assess capacity.

The current Capacity Report includes all 15 indicators, including those presented in the Dashboard. Complementary to the latter, the Capacity Report contains further analyses, namely by presenting the indicators for each local area and sector of care. The Capacity Report has been designed to support LHIN planners in their decision making. Figures and analyses have been grouped according to the following themes: “FLHS Responsibility”, “Organizational Practices Conducive to the Provision of FLHS”, and “FLHS Opportunities”.

The Regional Data Spreadsheet (available as a separate document) was prepared for the Champlain LHIN. This accompanying document can be cross-referenced with the Dashboard and Capacity Report and allows for LHIN planners and analysts to further extend their analyses through the use of regular spreadsheet functions, such as filters and pivot tables.

Finally, LHINs and Entities can also consult individual FLS Reports collected through the OZi Portal. This option enables planners and analysts to focus on particular HSPs and to view the results for all the questions included in the reporting templates.

2.4.1 Evolution of Results

In order to compare the results of the three years of data, it is necessary to highlight some factors that may have an impact on the results. Note that in order to ensure temporal consistency, the data collection and processing methods remained unmodified for all three reporting periods.

Following what was discussed in section 2.3 on data limitations, the availability and the quality of the data along with the interpretation of the definitions naturally evolve. As HSPs and LHINs gain a more thorough understanding of the measurements, and as practices become more standardized, it is normal to expect that the measurement methods used within the organizations improve. Thus, the accuracy of the reported data is expected to improve over time.

Also, in an effort to integrate user feedback and improve user satisfaction and the quality of the data collected, some adjustments were made to the OZi Portal. The more notable changes for this period were:

- a quick start tutorial from the first login that gives an overview of the dashboard;
- a function marking as *completed* in each section of the FLS report;
- assisted verification for validation of reports to support LHINs and Entities in their regional validation.

As in the 2018-19 period, some changes have taken place in the allocation of care sectors to HSPs, in order to better reflect reality. Therefore, some changes in the results are not attributed to a trend in SSEF, but rather to the number and categorization of HSPs. However, the impact of these changes is less this year compared to the previous year.

3 FLHS CAPACITY - LHIN LEVEL



3.1 LHIN OVERVIEW

The Champlain LHIN is home to 1,266,560 people, including 251,205 Francophones. These Francophones make up 19.8% of the total population (Statistics Canada, 2016 *Census*). The LHIN has 145 HSPs, distributed across five local areas and five care sectors (Table 1).

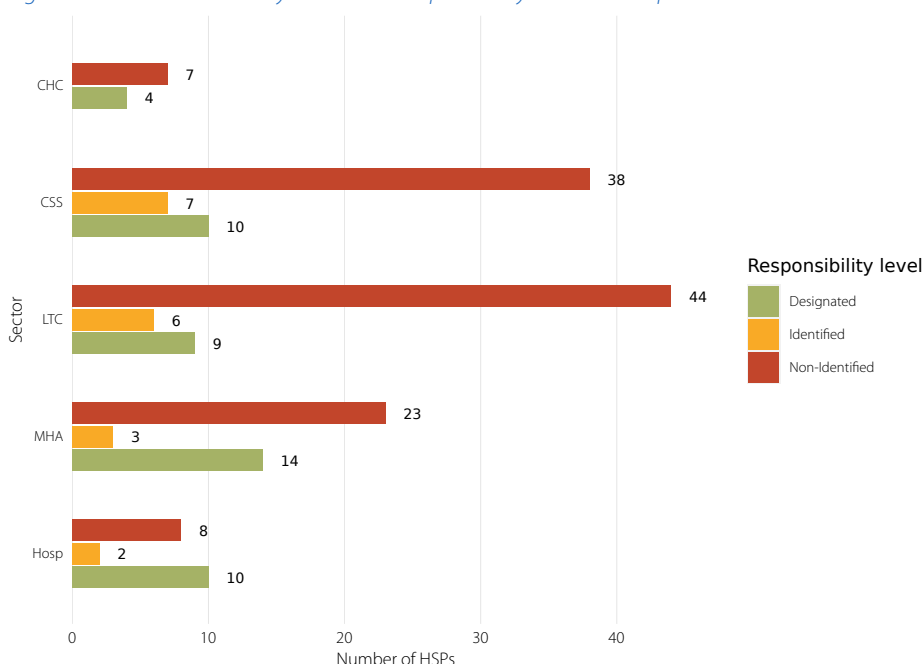
3.2 FLHS RESPONSIBILITY

The indicators examined in this sub-section provide information on the different levels of FLHS responsibility and offer an overview of the region’s capacity to provide FLHS.

The results for these indicators allow us to explore:

- HSP distribution by level of FLHS responsibility;
- FLHS availability for LHIN-funded direct patient services;
- HSP behaviour with respect to FLHS accountability;

Figure 3.1. Number of HSPs by sectors and responsibility levels - Champlain LHIN



- continued strengthening of local capacity through the designated process.

Starting with the distribution of HSPs by local area and care sector, these indicators provide information on the number of HSPs that have an obligation to provide FLHS or need to strengthen their capacity to offer FLHS (Table 1, Figure 3.1). They also show the proportion of LHIN-funded direct patient services that are identified or designated (Figure 3.2). In addition, they give us the

capacity report submission level (Table 2). And finally, these indicators tell us about the degree of compliance with designation requirements and allow us to follow identified HSPs’ progress in implementing these requirements (Figure 3.3).

Observations

The following observations are made from the figures and tables:

- Designated HSPs are present in all sectors. This means that HSPs with the full capacity to

Table 1. Distribution of HSPs by local areas and sectors - Champlain LHIN

Responsibility level	Local Areas					Sectors					LHIN n (%)
	Central Ottawa	Eastern Champlain	Eastern Ottawa	Western Champlain	Western Ottawa	Hosp	MHA	LTC	CSS	CHC	
Designated	15	15	3	0	0	10	14	9	10	4	33 (23%)
Identified	5	3	1	3	1	2	3	6	7	0	13 (9%)
Non-Identified	40	14	6	32	11	8	23	44	38	7	99 (68%)
All	60	32	10	35	12	20	40	59	55	11	145 (100%)

provide services in French are present in all sectors (Figure 3.1).

- Almost all HSPs have submitted their FLS report (Table 2).
- The majority of LHIN-funded services are offered by at least one designated HSPs in all sectors except CSS (Figure 3.2).
- The completion rate of designation requirements has increased in all sectors for both designated HSPs and identified HSPs in the past two years (Figure 3.3). In most cases, this rate is higher among identified HSPs than among designated HSPs.

Table 2. FLS Report submission rate by sectors and responsibility levels - Champlain LHIN

Responsibility level	HSPs Percentage				
	Hosp	MHA	LTC	CSS	CHC
Designated	80% (8)	86% (12)	100% (9)	90% (9)	100% (4)
Identified	100% (2)	100% (3)	83% (5)	100% (7)	-
Non-Identified	100% (8)	100% (23)	98% (43)	97% (37)	100% (7)

Figure 3.2. Percentage of LHIN funded continuum of service with an FLHS obligation by sectors and responsibility levels - Champlain LHIN

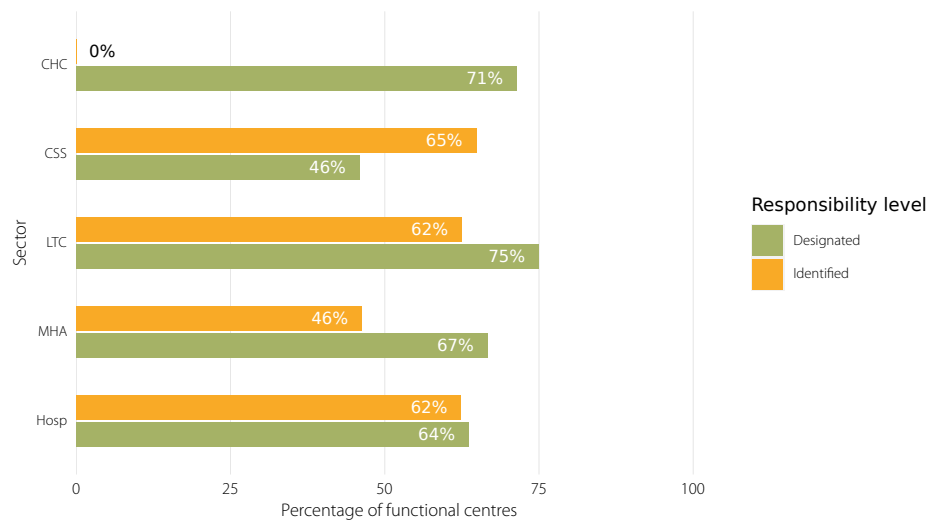
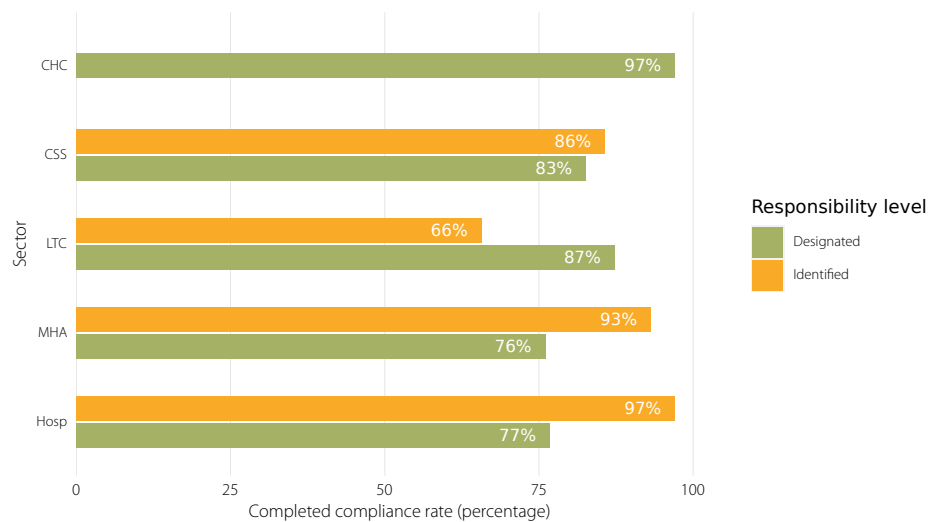


Figure 3.3. Average completion of designation requirements by sectors and responsibility levels - Champlain LHIN



3.3 ORGANIZATIONAL PRACTICES CONDUCTIVE TO THE PROVISION OF FLHS

This section covers HSPs' implementation – depending on their responsibility level – of the organizational practices required to actively offer FLHS. The indicators tell us about how HSPs take the language needs of Francophone clients into consideration.

The results for these indicators allow us to look at:

- efforts to improve FLHS provision, the starting point for which is identification of Francophone clients;
- commitment to increasing FLHS provision by referring Francophones to existing Francophone resources;
- desire to ensure quality FLHS by evaluating client satisfaction;
- optimizing utilization of available resources by aligning Francophones with HR proficient in French.

The following indicators were therefore analyzed:

- percentage of HSPs that identify their Francophone clients (Figure 3.4);
- percentage of HSPs that refer Francophone clients (Figure 3.5);

Figure 3.4. Percentage of HSPs who identify Francophone clients by sectors and responsibility levels - Champlain LHIN

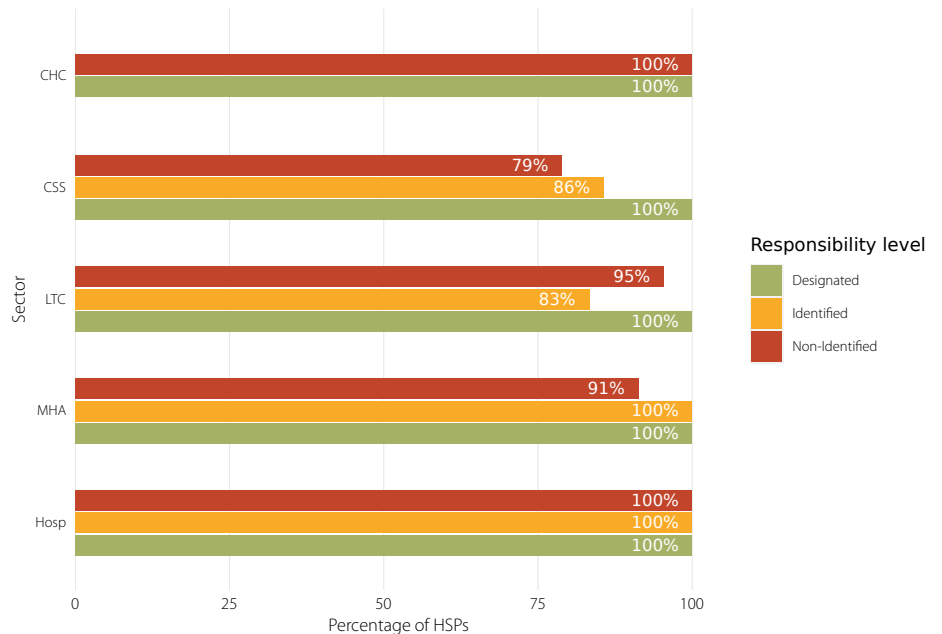
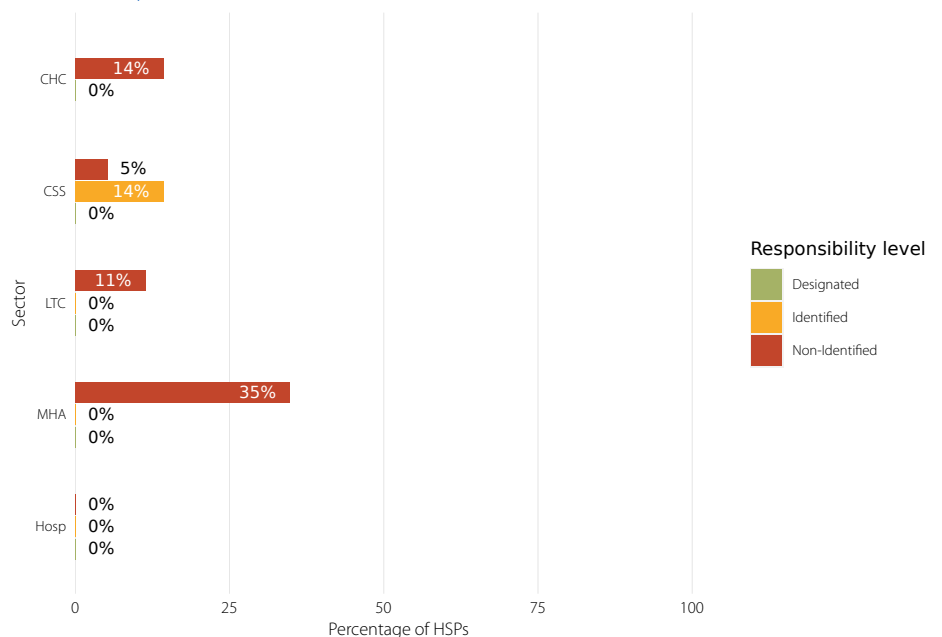


Figure 3.5. Percentage of HSPs who refer Francophone clients by sectors and responsibility levels - Champlain LHIN



- percentage of HSPs that capture Francophone client satisfaction with FLHS (Figure 3.6); and
- percentage of HSPs that align their Francophone clients with staff with the capacity to offer FLHS (Figure 3.7).

Observations

The following observations are made from the figures and tables:

- The vast majority of HSPs identify Francophone clients (Figure 3.4).
- The majority of HSPs do not refer Francophone clients to other HSPs (Figure 3.5). This suggests that these HSPs attempt to meet the needs of Francophone clients with internal resources to the extent possible.
- The majority of designated HSPs align Francophone clients with HR that have FLHS capacity, as they are assumed to have HR with the effective capacity to offer FLHS (Figure 3.6). The majority of identified HSPs and, to a lesser extent, non-identified HSPs have also use this practice.
- The vast majority of HSPs measure client satisfaction with respect to FLHS (Figure 3.7).

Figure 3.6. Percentage of HSPs who align Francophone clients to their HR with FLHS capacity by sectors and responsibility levels - Champlain LHIN

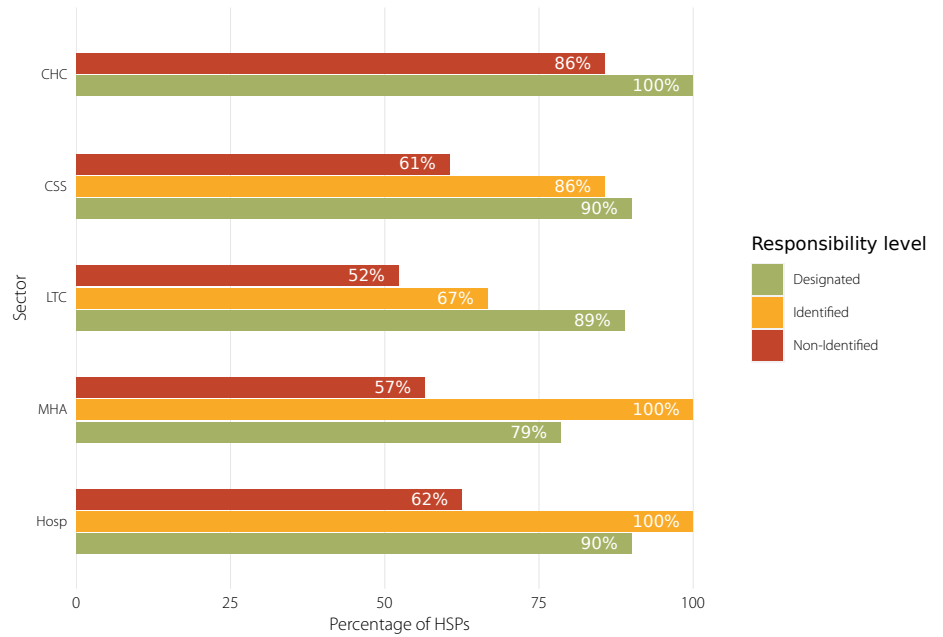
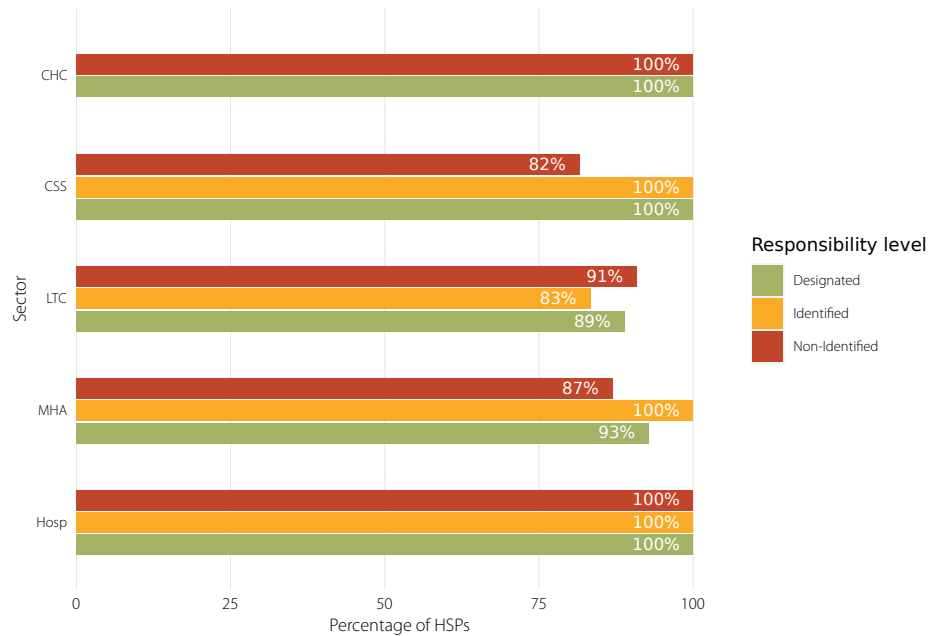


Figure 3.7. Percentage of HSPs that capture client satisfaction regarding FLHS by sectors and responsibility levels - Champlain LHIN



3.4 FLHS OPPORTUNITIES

This sub-section seeks to highlight opportunities for analyzing and improving FLHS.

The results for these indicators allow us to examine:

- absence of FLHS in LHIN-funded direct patient services;
- opportunities for increasing or redistributing resources to strengthen capacity to provide FLHS;
- opportunities for strengthening real HR capacity through optimization of potential capacity;
- service utilization by Francophone clients.

To this end, the following indicators were analyzed:

- percentage of direct patient services with no FLHS obligation (Figure 3.8);
- percentage of HR with the capacity to offer FLHS in all HSPs (Figure 3.9);
- percentage of HR proficient in French in non-identified HSPs (Figure 3.10);
- as well as the proportion of Francophone clients served by non-identified HSPs compared with the proportion of clients served by identified and designated HSPs (Figure 3.11).

Figure 3.8. Percentage of non-identified services by sectors - Champlain LHIN

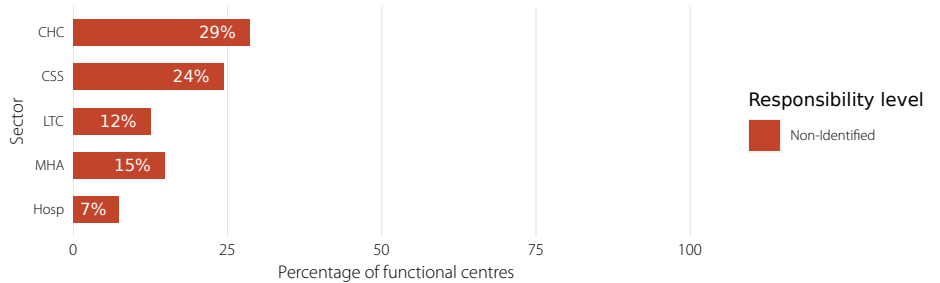


Figure 3.9. Percentage of HR with 'Advanced Minus' to 'Superior' French language proficiency among all HR who reported some level of FLS proficiency, distributed by sectors and by responsibility levels - Champlain LHIN

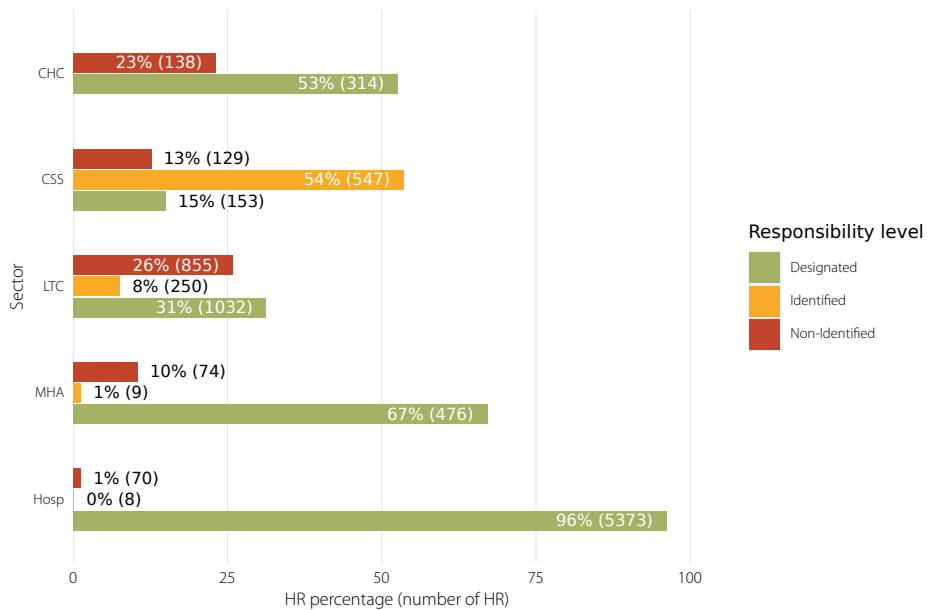
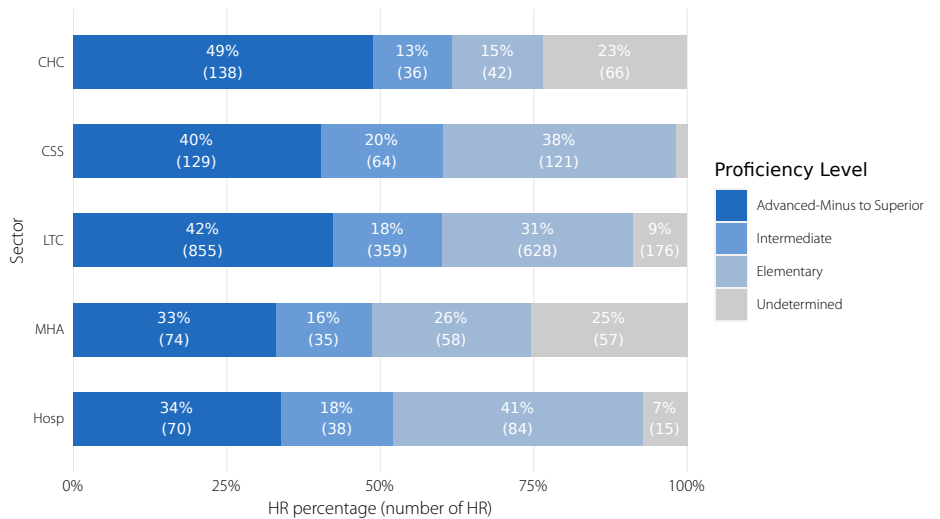


Figure 3.10. Percentage of HR with French language proficiency in non-identified HSPs, by proficiency level and sectors - Champlain LHIN

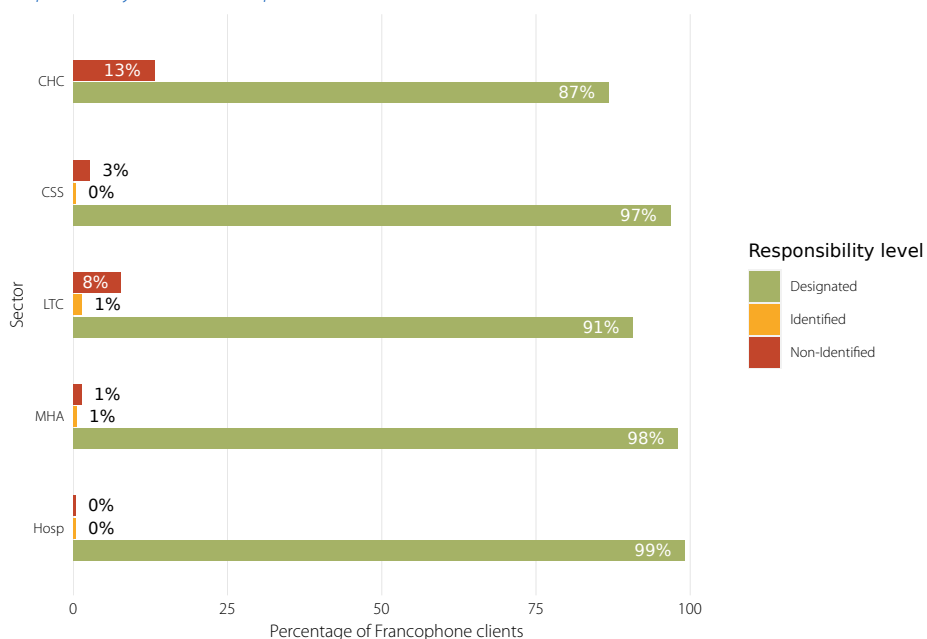


Observations

The following observations are made from the figures:

- There are services offered exclusively by non-identified HSPs in all sectors, despite the presence of identified and / or designated HSPs (Figure 3.8). Identifying these services could be beneficial to the FLHS offer across the entire continuum of care.
- The number of HRs with the capacity to offer FLHS is greater among designated HSPs than among other HSPs in most cases (Figure 3.9). In the CSS sector, the majority of HR with the capacity to offer FLHS is in identified HSPs, which can be an asset for the designation of HSPs in this sector.
- Among non-identified HSPs, the largest proportion of HRs with the capacity to offer FLHS are in the CHC and LTC sectors (Figures 3.9 and 3.10). This observation suggests the existence of resources to valorize for FLHS.
- The vast majority of Francophone clients are served by designated HSPs in all sectors. However, there is a small proportion of clients served by non-identified HSPs (Figure 3.11). There would be an opportunity to align more Francophone clients with HSPs with responsibility to provide FLHS or enhance the offer of FLHS in the affected local areas and sectors.

Figure 3.11. Percentage of Francophone clients served by HSPs, by sectors and responsibility levels - Champlain LHIN



4 FLHS CAPACITY - LOCAL AREAS



4.1 OVERVIEW OF THE CHAMPLAIN LHIN'S LOCAL AREAS

This LHIN is divided into five local areas, the names of which are shown in Table 3. This table also shows HSPs' FLHS responsibility level along with their distribution by sector.

In addition, this table shows the designation status of the local areas. Designated local areas⁴ coincide geographically with the Province of Ontario's 26 designated areas. This information allows us to identify designated local areas in which there are sectors, if any, that have no HSPs with an FLHS obligation.

Observations

- In the Champlain LHIN, all five local areas are designated. Two designated local areas have at least one care sector where there are no HSPs with an obligation to provide FLHS. Western Ottawa is the local area most affected as there are no designated or identified HSPs in four of the five care sectors (hospitals, MHA, LTC and CHC) (Table 3).

Table 3. Distribution of HSPs by local areas and sectors - Champlain LHIN

Local Areas	Designation Status of Local Area	Responsibility Level of HSP	Number of HSPs				
			Hosp	MHA	LTC	CSS	CHC
Central Ottawa	Designated	Designated	5	10	2	4	3
		Identified	0	1	1	4	0
		Non-Identified	0	14	11	18	4
Eastern Champlain	Designated	Designated	4	3	6	5	1
		Identified	0	0	3	0	0
		Non-Identified	1	0	9	6	1
Eastern Ottawa	Designated	Designated	1	1	1	1	0
		Identified	0	0	1	0	0
		Non-Identified	0	1	4	1	0
Western Champlain	Designated	Designated	0	0	0	0	0
		Identified	2	2	1	2	0
		Non-Identified	6	6	13	15	2
Western Ottawa	Designated	Designated	0	0	0	0	0
		Identified	0	0	0	1	0
		Non-Identified	1	2	7	2	0

4 A designated local area is a local area that shares its geography, whether entirely or partially, with a designated area. See Appendix 2 for the complete definition.

4.2 CENTRAL OTTAWA

According to data from the 2016 Census of Canada, the total population of this local area was 407,205, including 68,945 Francophones. Francophones made up 16.9% of the population.

A. FLHS Responsibility

The indicators examined in this section provide information on the different levels of FLHS responsibility and offer an overview of the region's capacity to provide FLHS. Refer to Chapter 2 for an explanation of the indicators.

Table 4. FLS Report submission rate by sectors and responsibility levels - Central Ottawa

Responsibility level	HSPs Percentage				
	Hosp	MHA	LTC	CSS	CHC
Designated	80% (4)	90% (9)	100% (2)	100% (4)	100% (3)
Identified	-	100% (1)	100% (1)	100% (4)	-
Non-Identified	-	100% (14)	100% (11)	100% (18)	100% (4)

Figure 4.2.1. Number of HSPs by sectors and responsibility levels - Central Ottawa

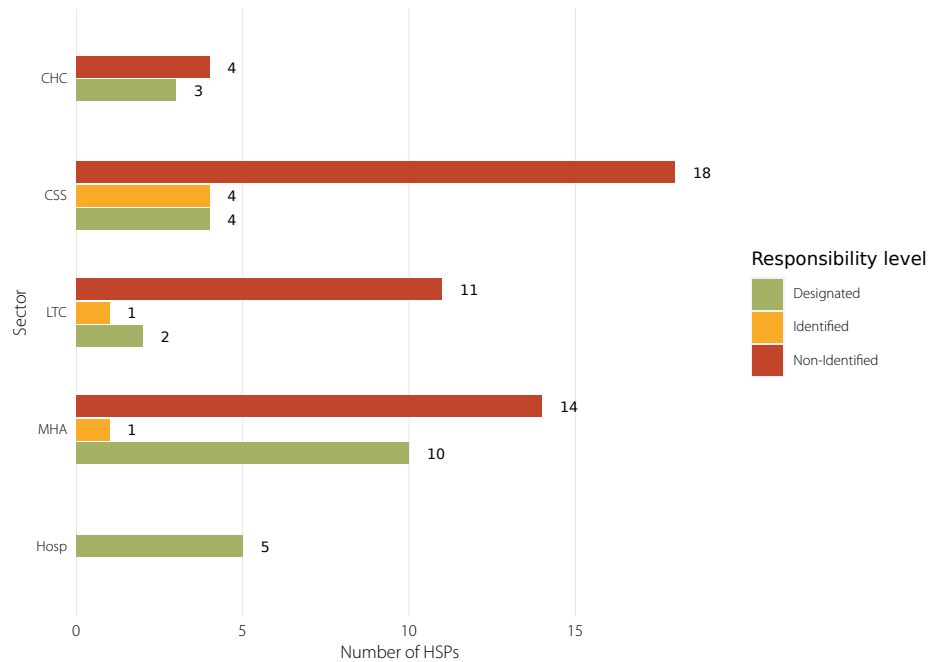


Figure 4.2.2. Percentage of LHIN funded continuum of service with an FLHS obligation by sectors and responsibility levels - Central Ottawa

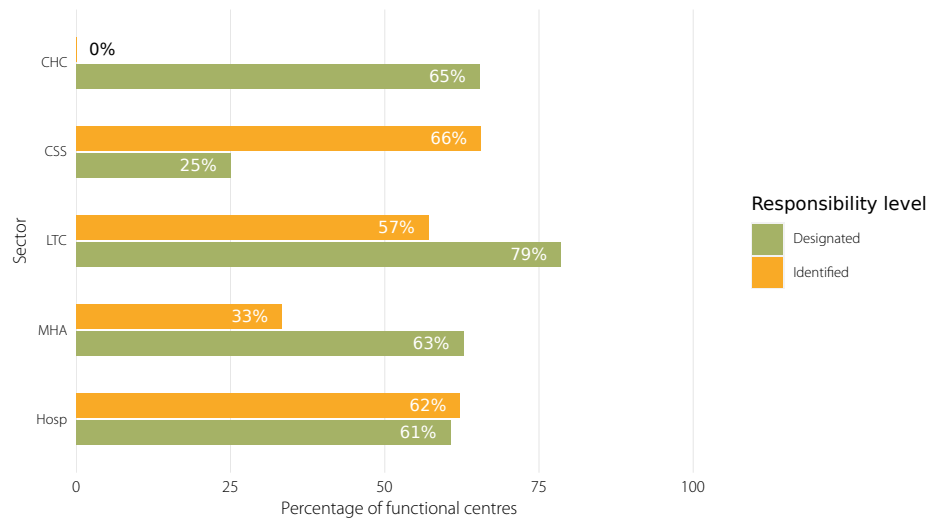
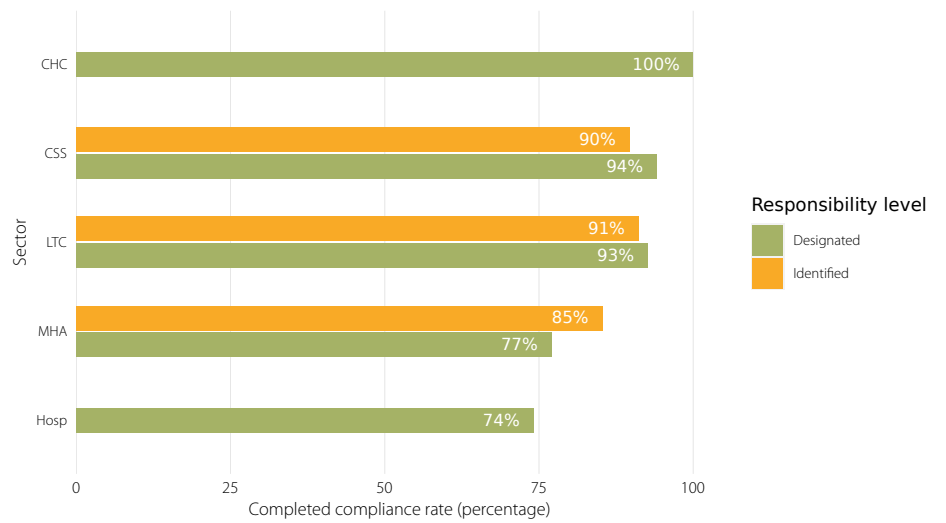


Figure 4.2.3. Average completion of designation requirements by sectors and responsibility levels - Central Ottawa



B. Organizational Practices Conducive to the Provision of FLHS

This section covers HSPs' implementation – depending on their responsibility level – of the organizational practices required to actively offer FLHS. The indicators tell us about how HSPs take the language needs of Francophone clients into consideration. Refer to Chapter 2 for an explanation of the indicators.

Figure 4.2.4. Percentage of HSPs who identify Francophone clients by sectors and responsibility levels - Central Ottawa

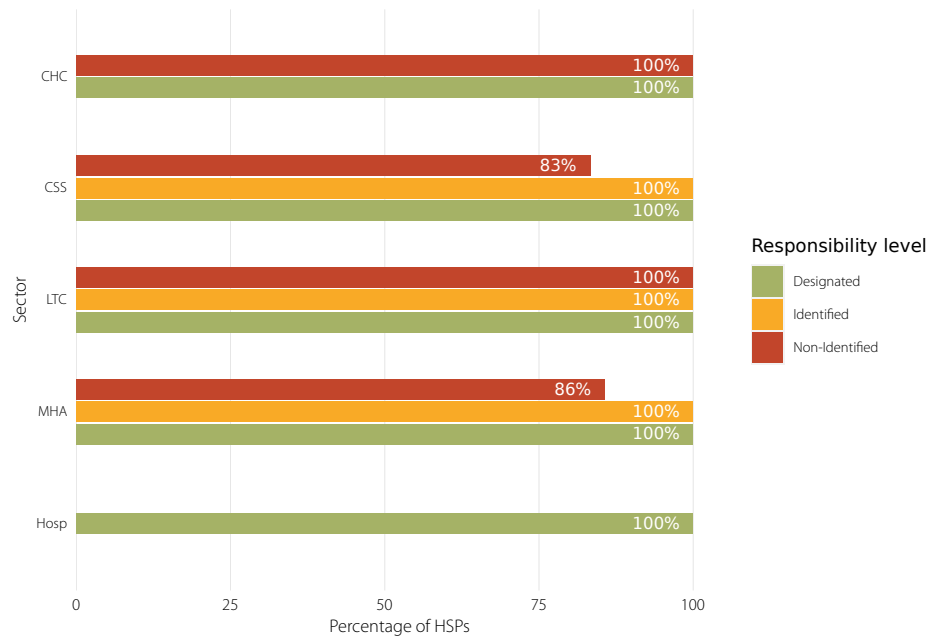


Figure 4.2.5. Percentage of HSPs who refer Francophone clients by sectors and responsibility levels - Central Ottawa

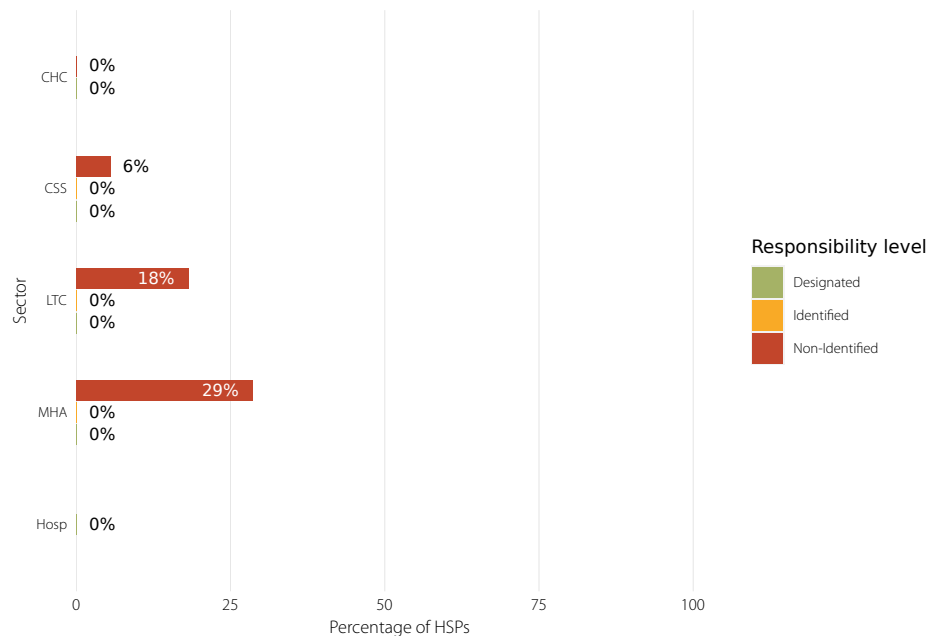


Figure 4.2.6. Percentage of HSPs who align Francophone clients to their HR with FLHS capacity by sectors and responsibility levels - Central Ottawa

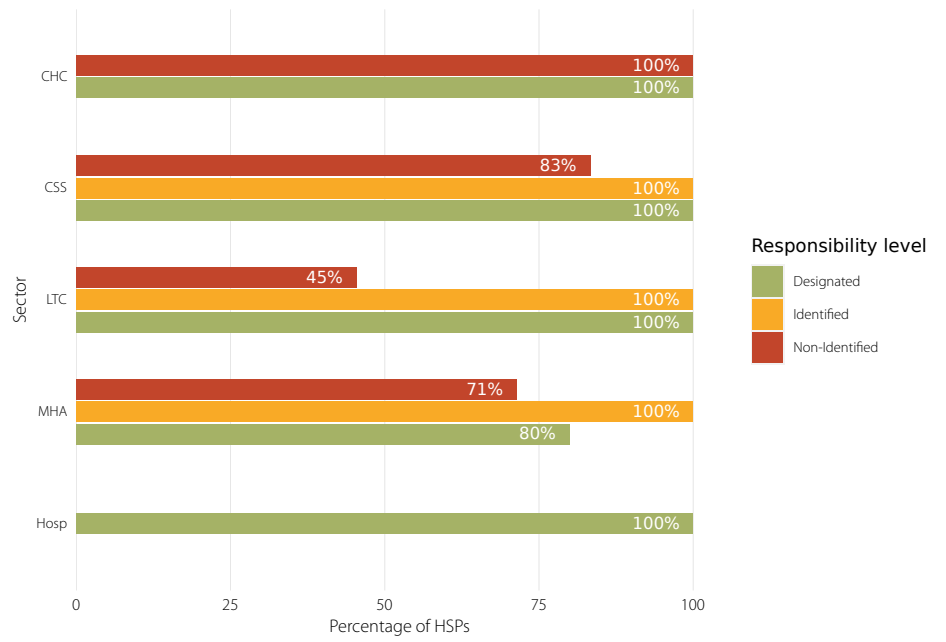
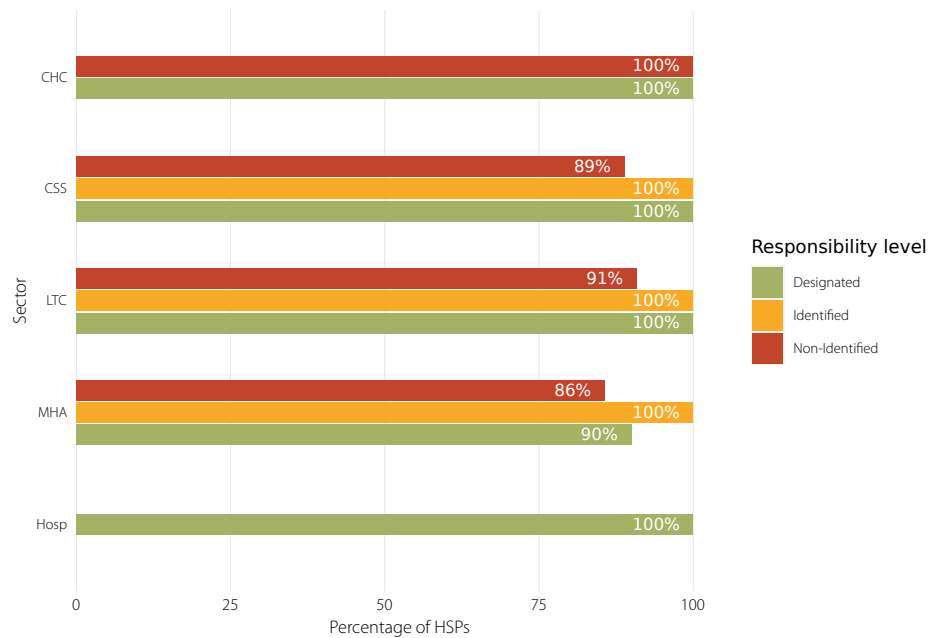


Figure 4.2.7. Percentage of HSPs that capture client satisfaction regarding FLHS by sectors and responsibility levels - Central Ottawa



C. FLHS Opportunities

This section seeks to highlight opportunities for improving FLHS. Refer to Chapter 2 for an explanation of the indicators.

Figure 4.2.8. Percentage of non-identified services by sectors - Central Ottawa

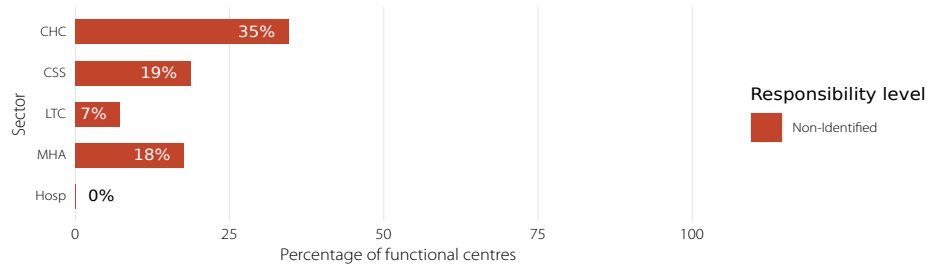


Figure 4.2.9. Percentage of HR with 'Advanced Minus' to 'Superior' French language proficiency among all HR who reported some level of FLS proficiency, distributed by sectors and by responsibility levels - Central Ottawa

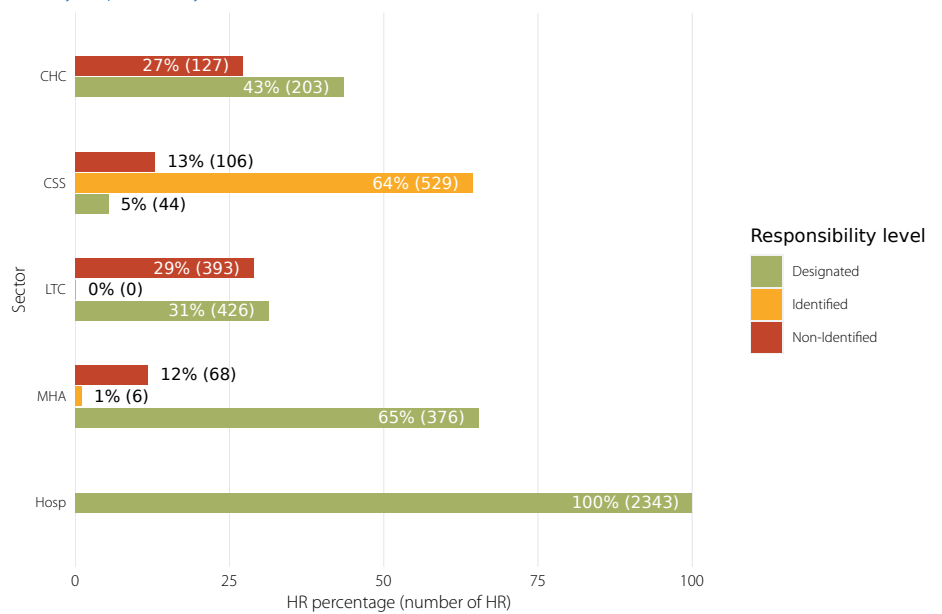
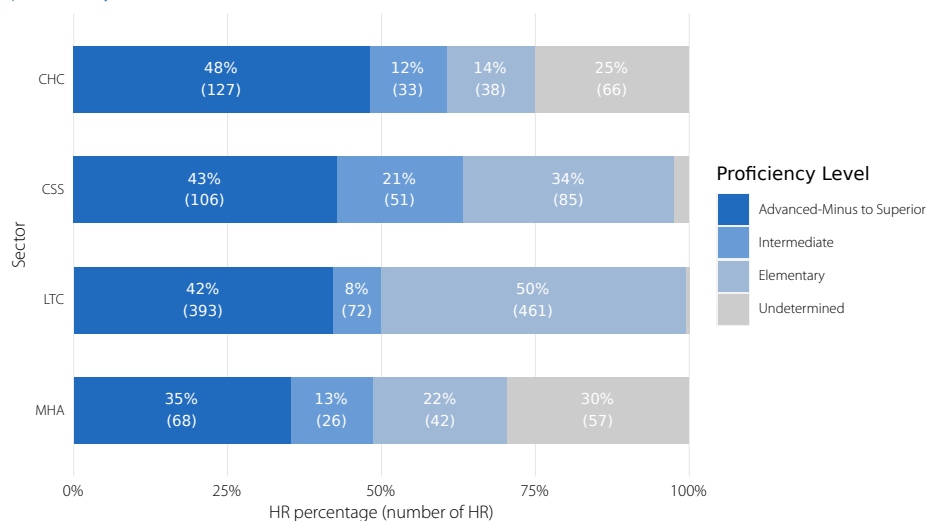


Figure 4.2.10. Percentage of HR with French language proficiency in non-identified HSPs, by proficiency level and sectors - Central Ottawa



4.3 EASTERN CHAMPLAIN

According to data from the 2016 Census of Canada, the total population of this local area was 198,065, including 81,835 Francophones. Francophones made up 41.3% of the population.

A. FLHS Responsibility

The indicators examined in this section provide information on the different levels of FLHS responsibility and offer an overview of the region's capacity to provide FLHS. Refer to Chapter 2 for an explanation of the indicators.

Table 5. FLS Report submission rate by sectors and responsibility levels - Eastern Champlain

Responsibility level	HSPs Percentage				
	Hosp	MHA	LTC	CSS	CHC
Designated	75% (3)	67% (2)	100% (6)	80% (4)	100% (1)
Identified	-	-	100% (3)	-	-
Non-Identified	100% (1)	-	100% (9)	100% (6)	100% (1)

Figure 4.3.1. Number of HSPs by sectors and responsibility levels - Eastern Champlain

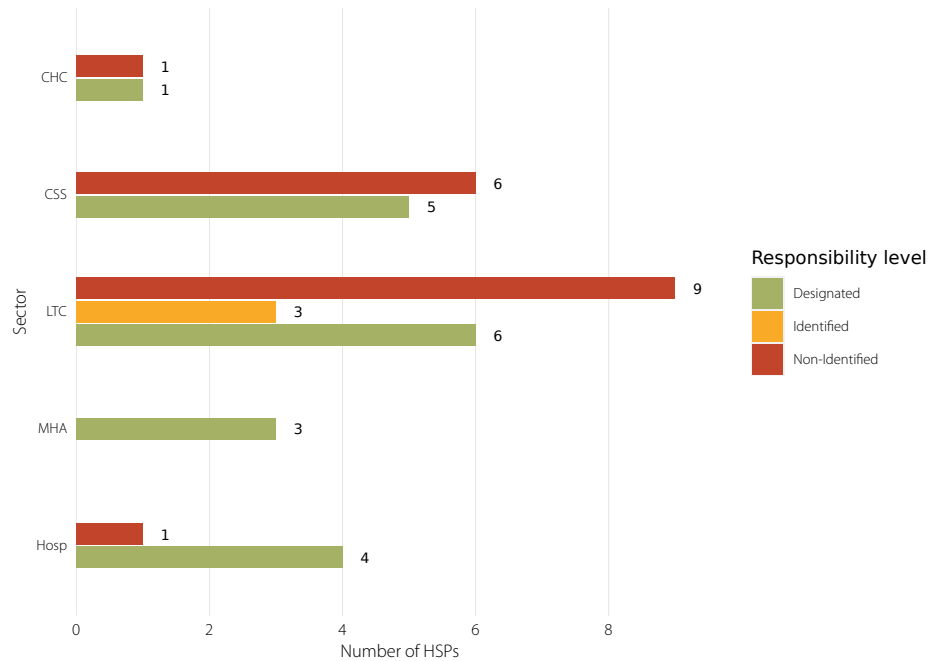


Figure 4.3.2. Percentage of LHIN funded continuum of service with an FLHS obligation by sectors and responsibility levels - Eastern Champlain

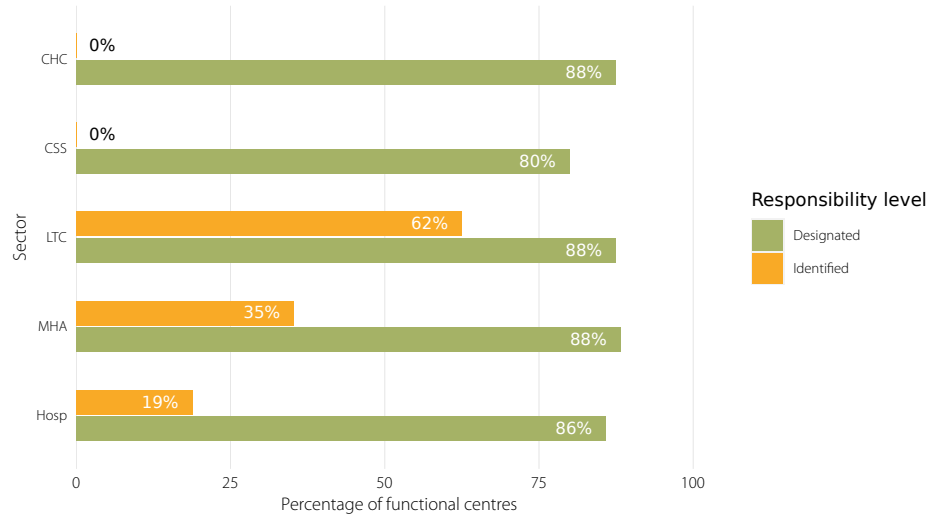
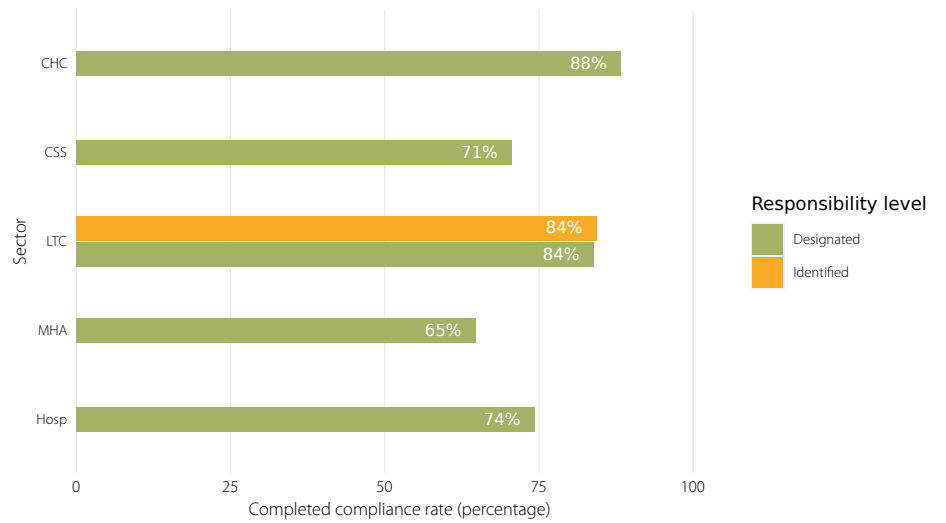


Figure 4.3.3. Average completion of designation requirements by sectors and responsibility levels - Eastern Champlain



B. Organizational Practices Conducive to the Provision of FLHS

This section covers HSPs' implementation – depending on their responsibility level – of the organizational practices required to actively offer FLHS. The indicators tell us about how HSPs take the language needs of Francophone clients into consideration. Refer to Chapter 2 for an explanation of the indicators.

Figure 4.3.4. Percentage of HSPs who identify Francophone clients by sectors and responsibility levels - Eastern Champlain

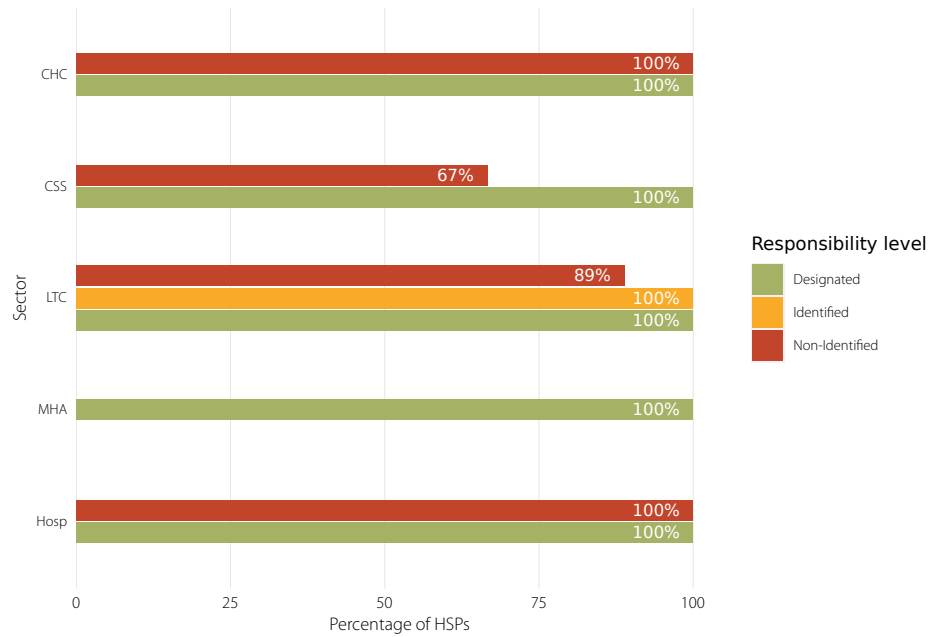


Figure 4.3.5. Percentage of HSPs who refer Francophone clients by sectors and responsibility levels - Eastern Champlain

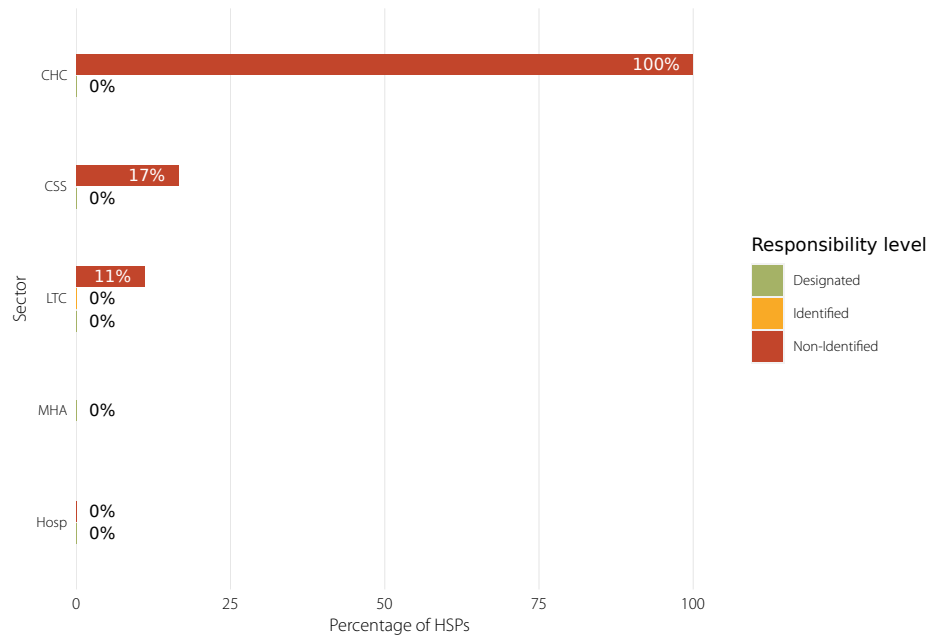


Figure 4.3.6. Percentage of HSPs who align Francophone clients to their HR with FLHS capacity by sectors and responsibility levels - Eastern Champlain

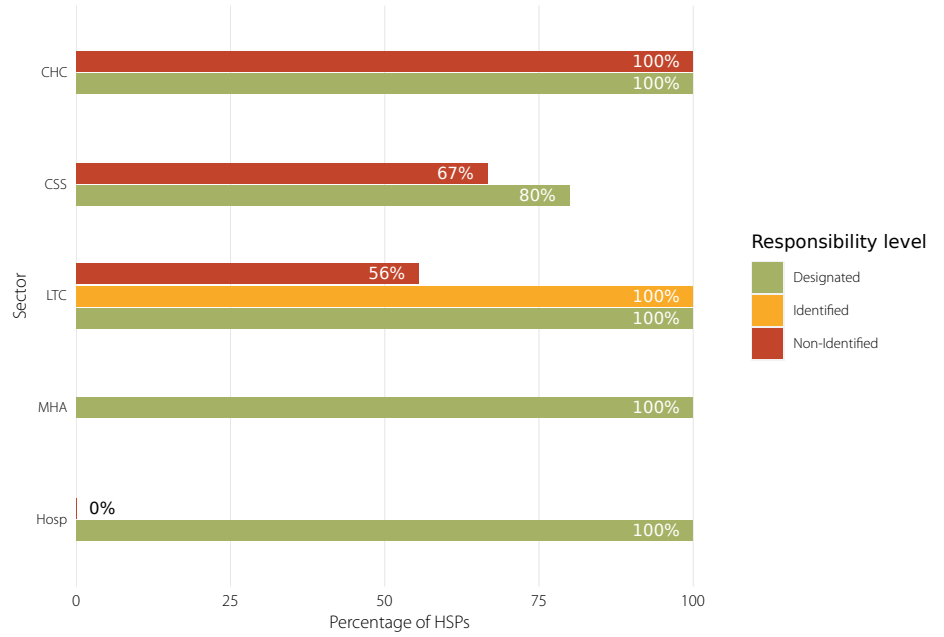
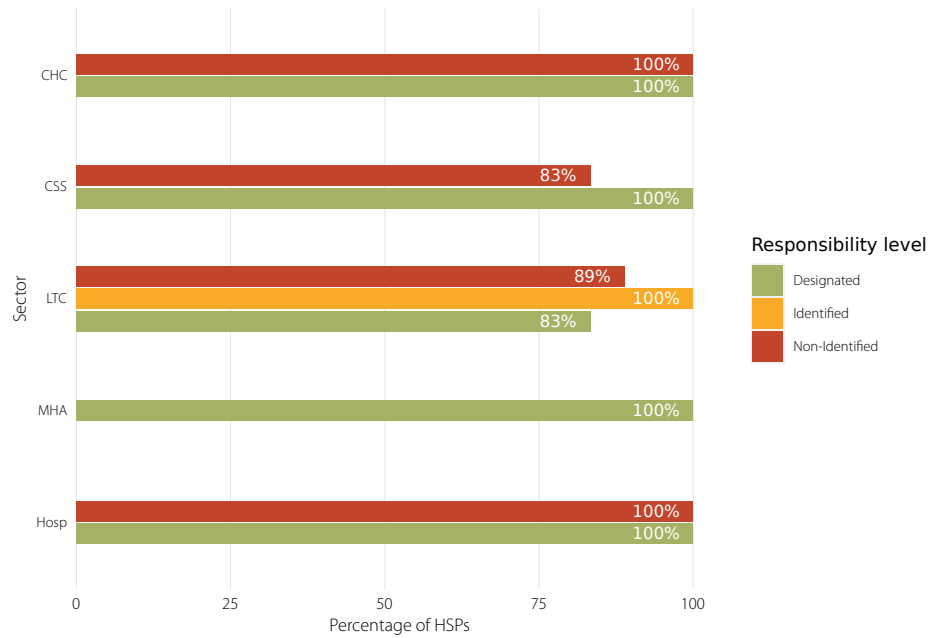


Figure 4.3.7. Percentage of HSPs that capture client satisfaction regarding FLHS by sectors and responsibility levels - Eastern Champlain



C. FLHS Opportunities

This section seeks to highlight opportunities for improving FLHS. Refer to Chapter 2 for an explanation of the indicators.

Figure 4.3.8. Percentage of non-identified services by sectors - Eastern Champlain

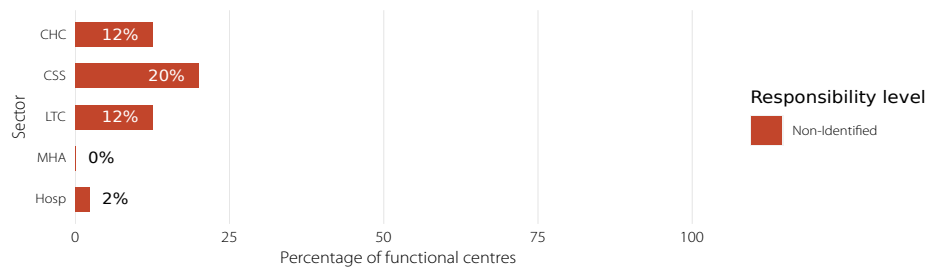


Figure 4.3.9. Percentage of HR with 'Advanced Minus' to 'Superior' French language proficiency among all HR who reported some level of FLS proficiency, distributed by sectors and by responsibility levels - Eastern Champlain

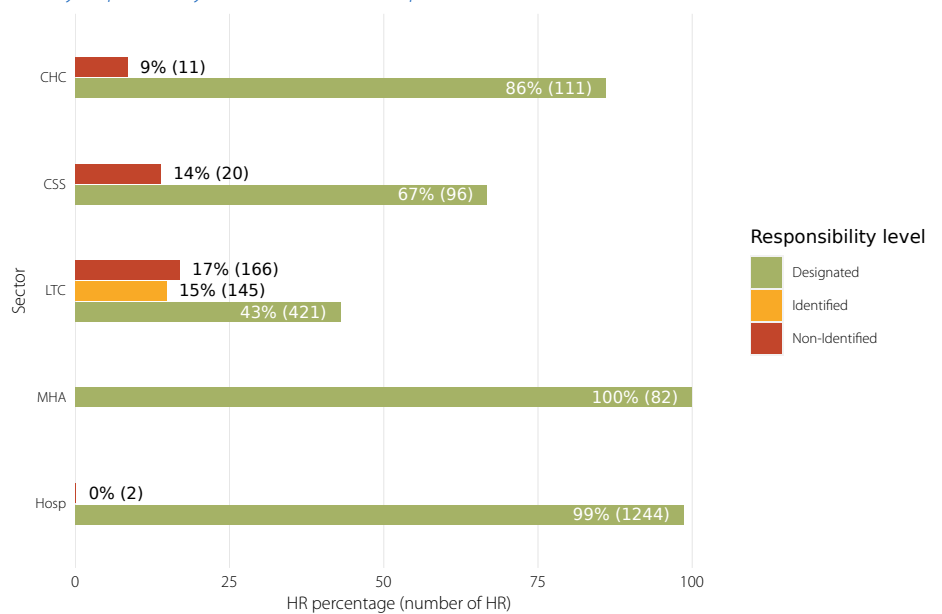
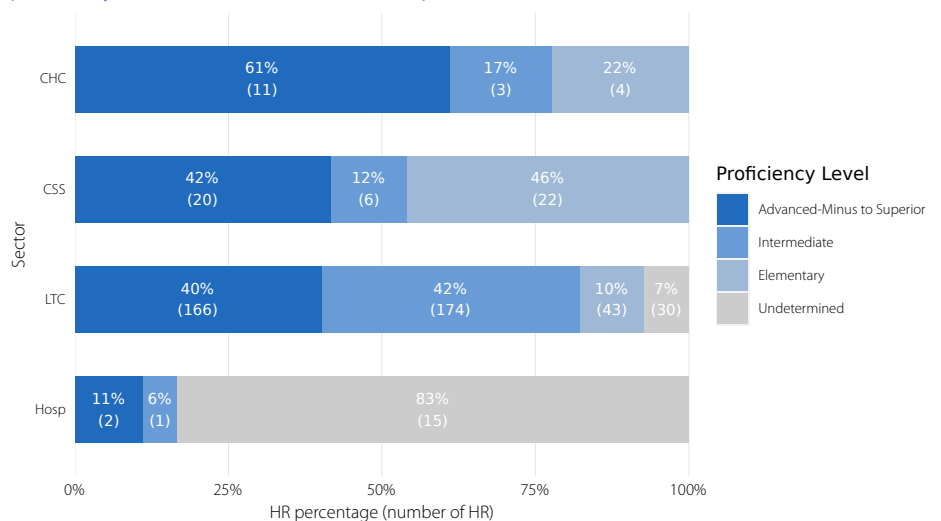


Figure 4.3.10. Percentage of HR with French language proficiency in non-identified HSPs, by proficiency level and sectors - Eastern Champlain



4.4 EASTERN OTTAWA

According to data from the 2016 Census of Canada, the total population of this local area was 211,445, including 65,560 Francophones. Francophones made up 31.0% of the population.

A. FLHS Responsibility

The indicators examined in this section provide information on the different levels of FLHS responsibility and offer an overview of the region's capacity to provide FLHS. Refer to Chapter 2 for an explanation of the indicators.

Table 6. FLS Report submission rate by sectors and responsibility levels - Eastern Ottawa

Responsibility level	HSPs Percentage				
	Hosp	MHA	LTC	CSS	CHC
Designated	100% (1)	100% (1)	100% (1)	100% (1)	-
Identified	-	-	0% (0)	-	-
Non-Identified	-	100% (1)	100% (4)	100% (1)	-

Figure 4.4.1. Number of HSPs by sectors and responsibility levels - Eastern Ottawa

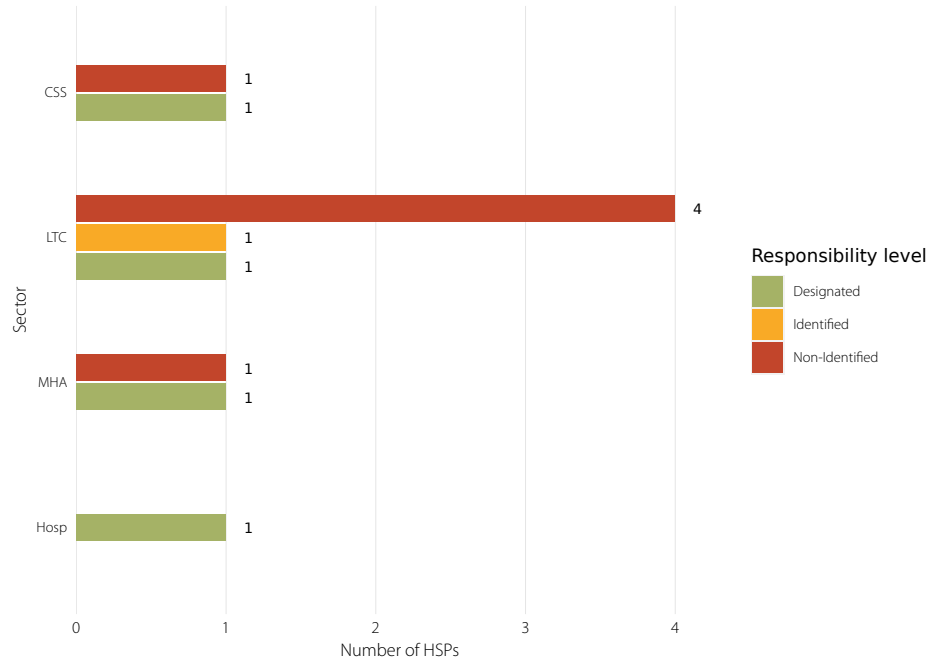


Figure 4.4.2. Percentage of LHIN funded continuum of service with an FLHS obligation by sectors and responsibility levels - Eastern Ottawa

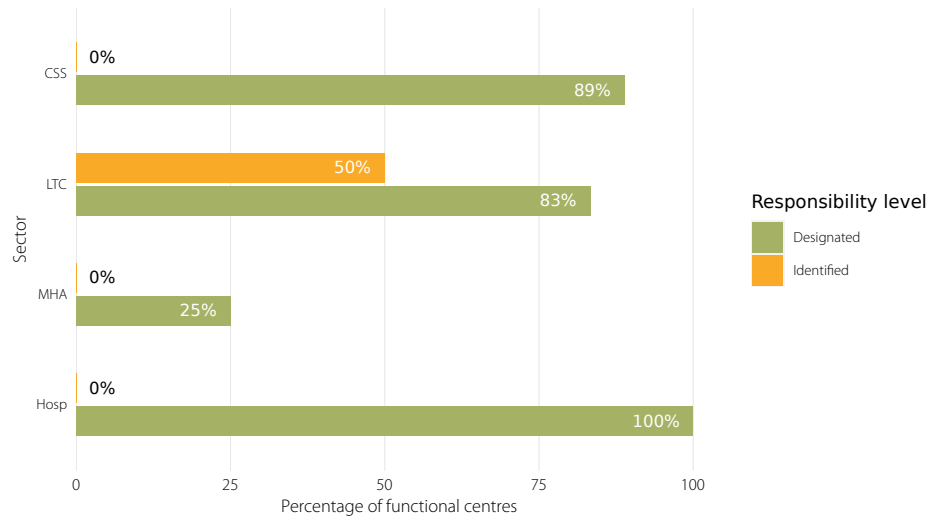
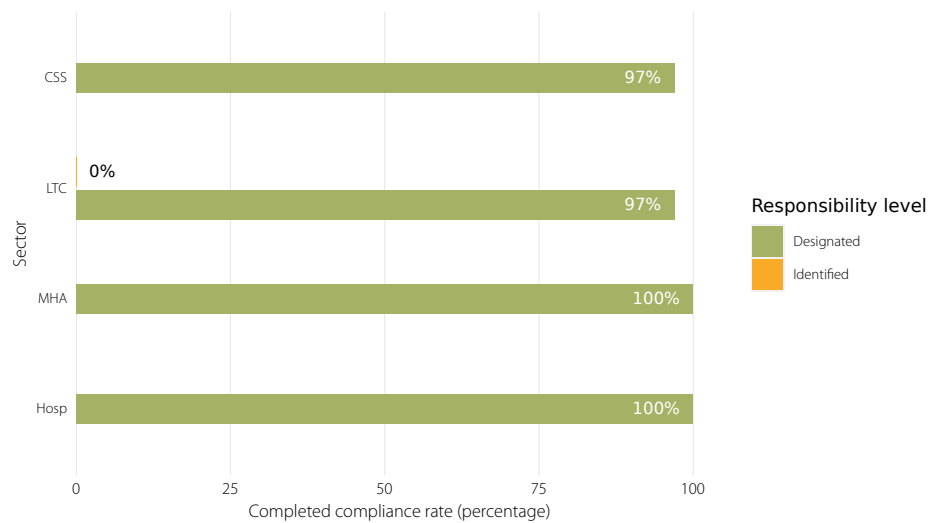


Figure 4.4.3. Average completion of designation requirements by sectors and responsibility levels - Eastern Ottawa



B. Organizational Practices Conducive to the Provision of FLHS

This section covers HSPs' implementation – depending on their responsibility level – of the organizational practices required to actively offer FLHS. The indicators tell us about how HSPs take the language needs of Francophone clients into consideration. Refer to Chapter 2 for an explanation of the indicators.

Figure 4.4.4. Percentage of HSPs who identify Francophone clients by sectors and responsibility levels - Eastern Ottawa

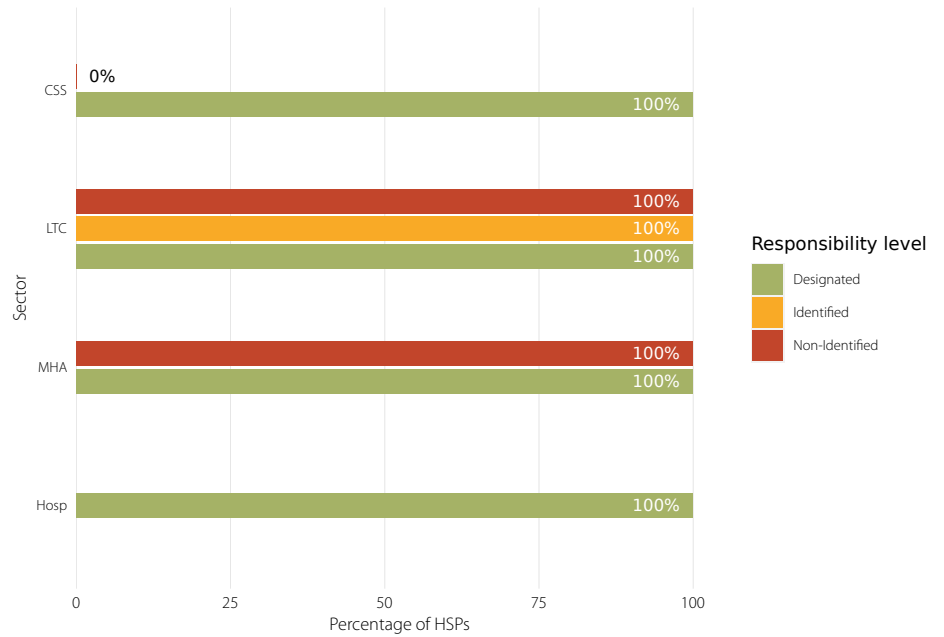


Figure 4.4.5. Percentage of HSPs who refer Francophone clients by sectors and responsibility levels - Eastern Ottawa

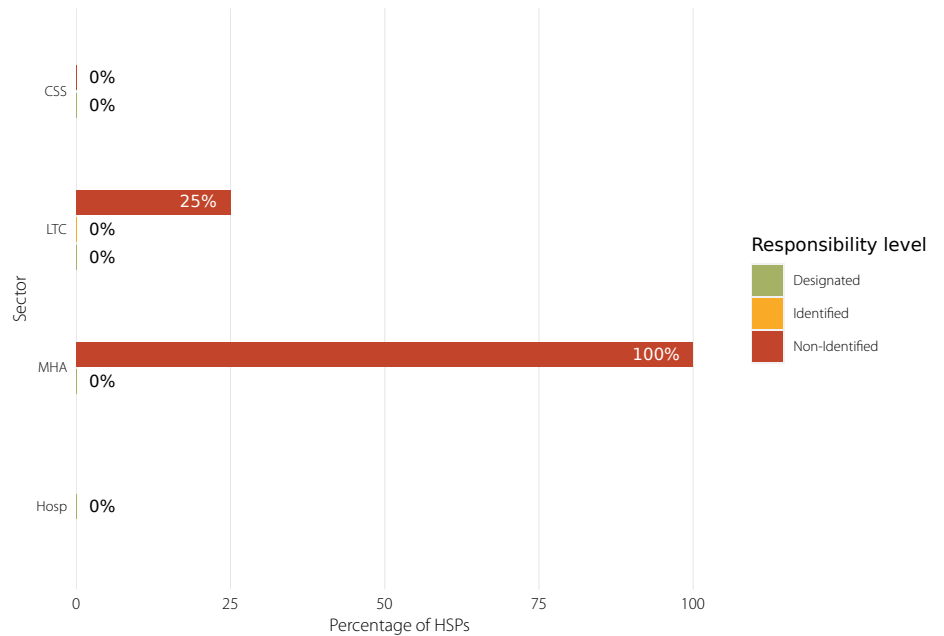


Figure 4.4.6. Percentage of HSPs who align Francophone clients to their HR with FLHS capacity by sectors and responsibility levels - Eastern Ottawa

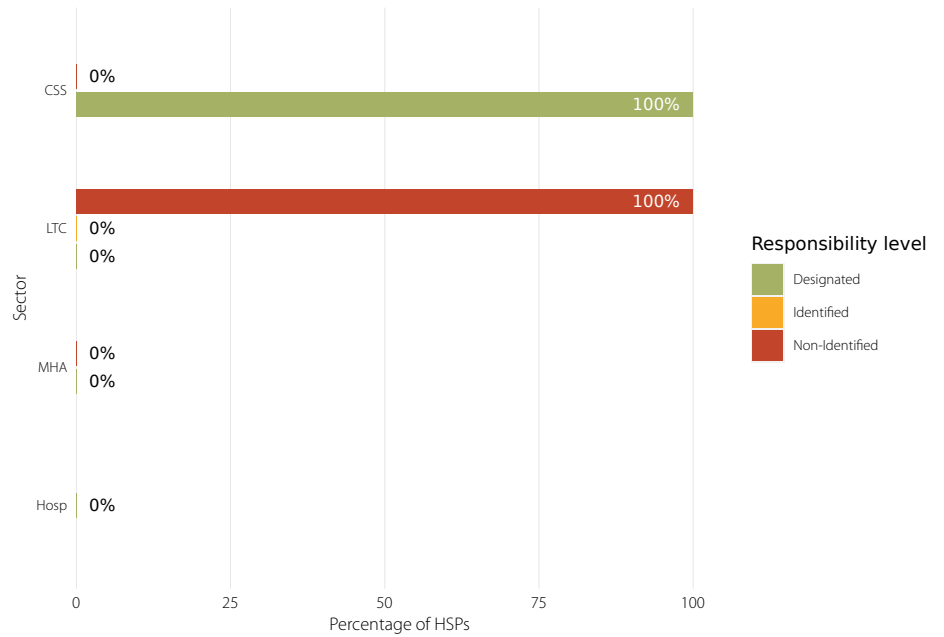
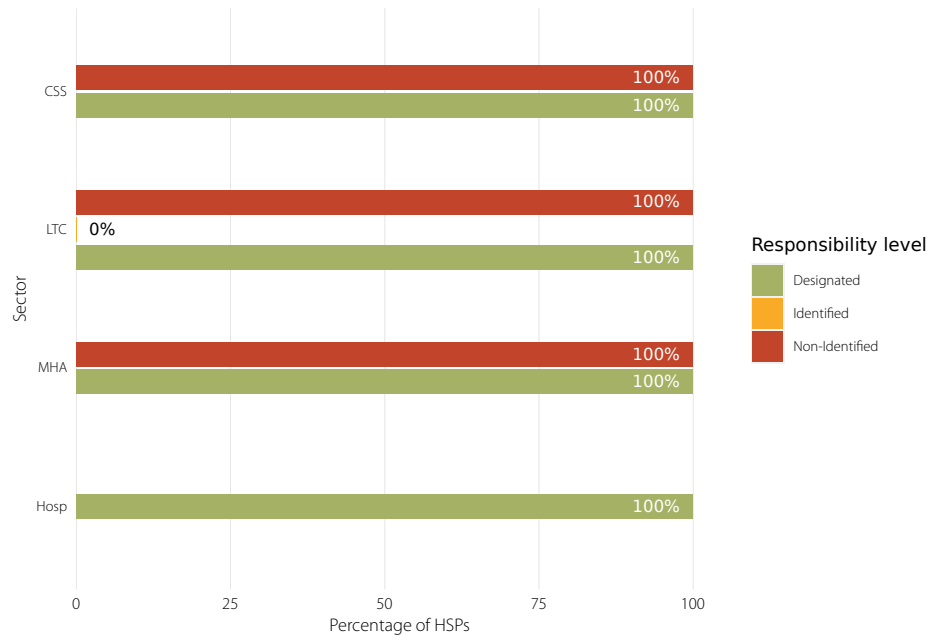


Figure 4.4.7. Percentage of HSPs that capture client satisfaction regarding FLHS by sectors and responsibility levels - Eastern Ottawa



C. FLHS Opportunities

This section seeks to highlight opportunities for improving FLHS. Refer to Chapter 2 for an explanation of the indicators.

Figure 4.4.8. Percentage of non-identified services by sectors - Eastern Ottawa

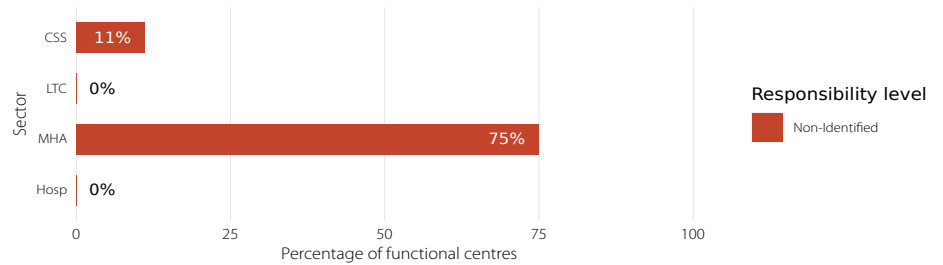


Figure 4.4.9. Percentage of HR with 'Advanced Minus' to 'Superior' French language proficiency among all HR who reported some level of FLS proficiency, distributed by sectors and by responsibility levels - Eastern Ottawa

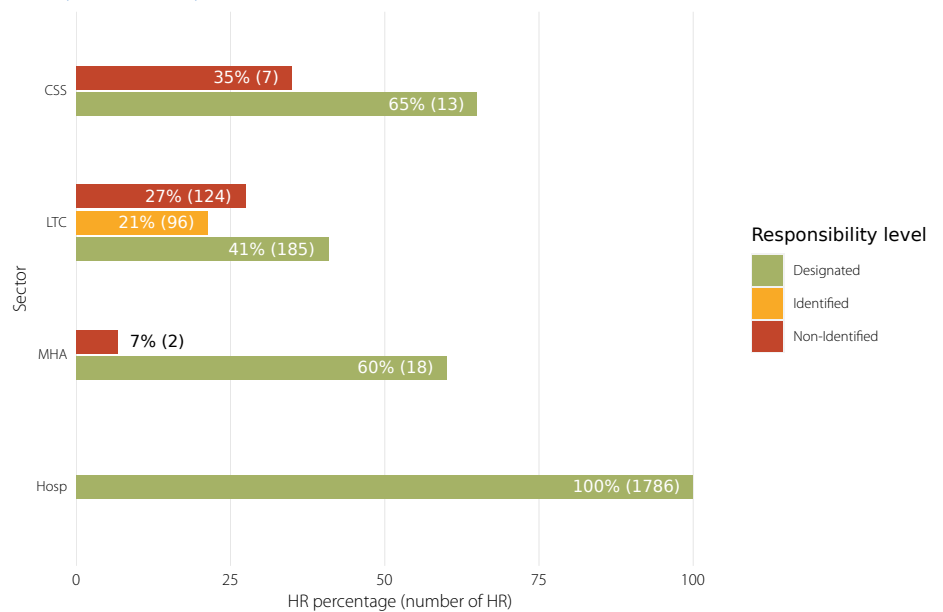
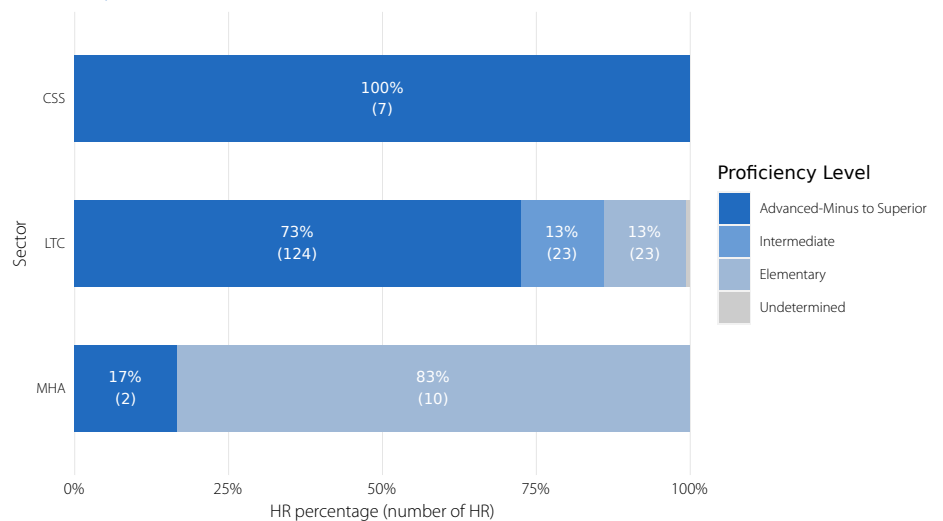


Figure 4.4.10. Percentage of HR with French language proficiency in non-identified HSPs, by proficiency level and sectors - Eastern Ottawa



4.5 WESTERN CHAMPLAIN

According to data from the 2016 Census of Canada, the total population of this local area was 151,635, including 8,405 Francophones. Francophones made up 5.5% of the population.

A. FLHS Responsibility

The indicators examined in this section provide information on the different levels of FLHS responsibility and offer an overview of the region's capacity to provide FLHS. Refer to Chapter 2 for an explanation of the indicators.

Table 7. FLS Report submission rate by sectors and responsibility levels - Western Champlain

Responsibility level	HSPs Percentage				
	Hosp	MHA	LTC	CSS	CHC
Designated	-	-	-	-	-
Identified	100% (2)	100% (2)	100% (1)	100% (2)	-
Non-Identified	100% (6)	100% (6)	100% (13)	93% (14)	100% (2)

Figure 4.5.1. Number of HSPs by sectors and responsibility levels - Western Champlain

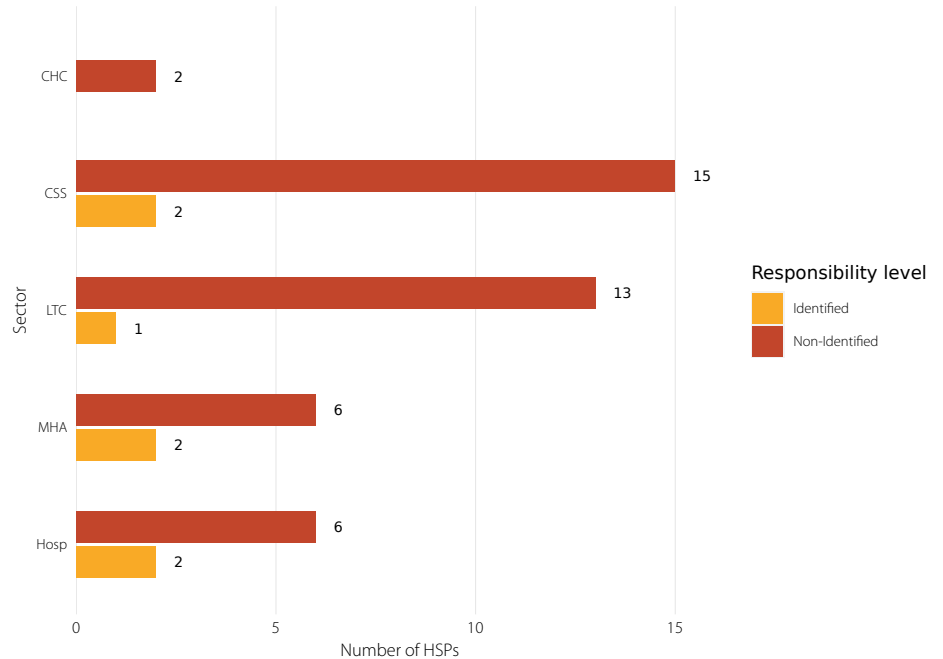


Figure 4.5.2. Percentage of LHIN funded continuum of service with an FLHS obligation by sectors and responsibility levels - Western Champlain

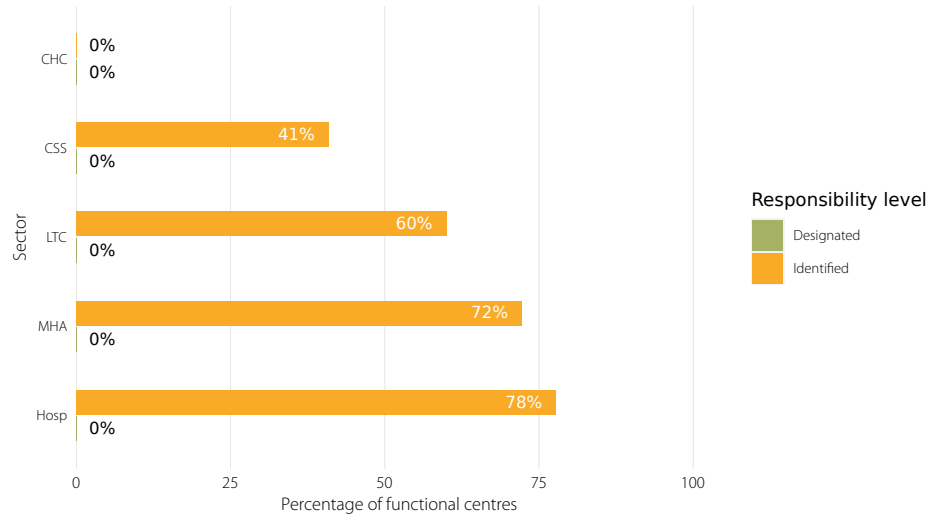
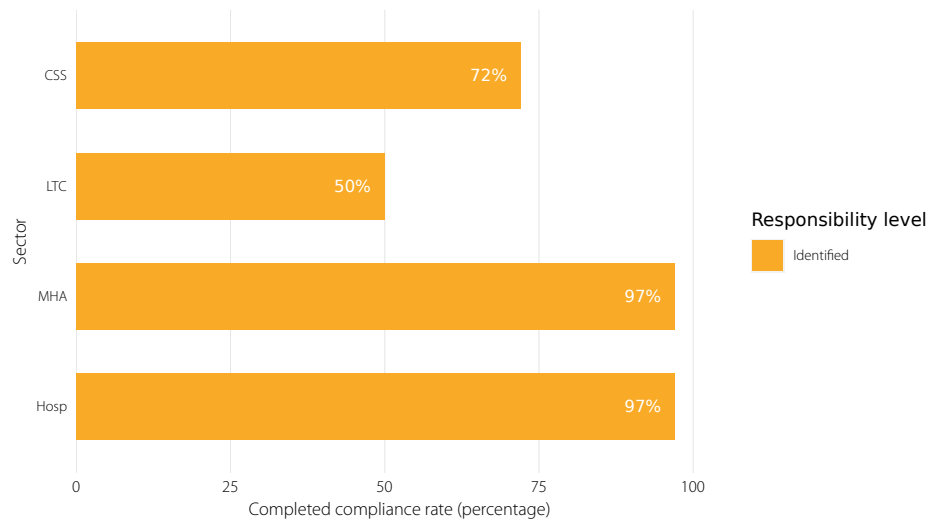


Figure 4.5.3. Average completion of designation requirements by sectors and responsibility levels - Western Champlain



B. Organizational Practices Conducive to the Provision of FLHS

This section covers HSPs' implementation – depending on their responsibility level – of the organizational practices required to actively offer FLHS. The indicators tell us about how HSPs take the language needs of Francophone clients into consideration. Refer to Chapter 2 for an explanation of the indicators.

Figure 4.5.4. Percentage of HSPs who identify Francophone clients by sectors and responsibility levels - Western Champlain

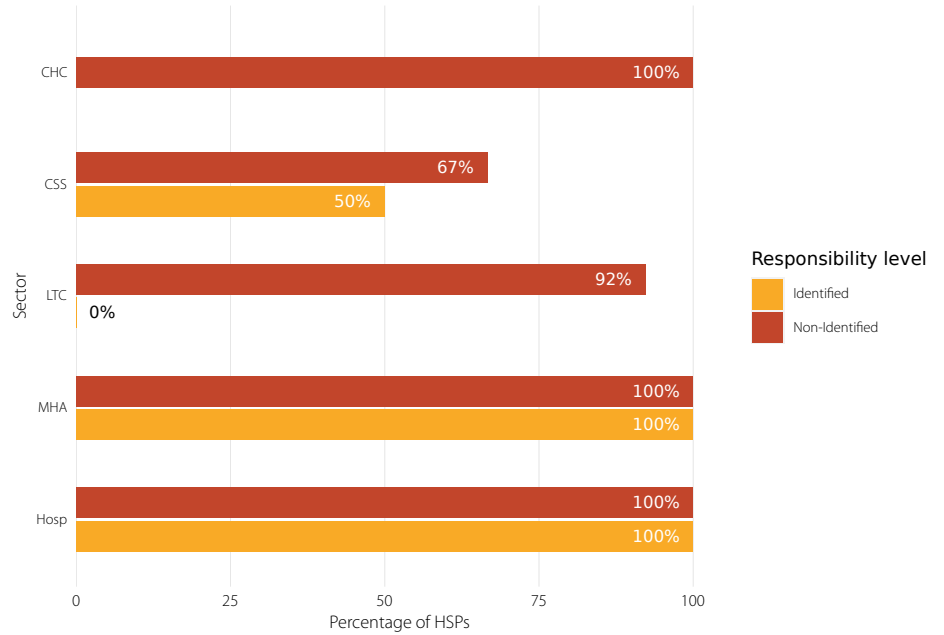


Figure 4.5.5. Percentage of HSPs who refer Francophone clients by sectors and responsibility levels - Western Champlain

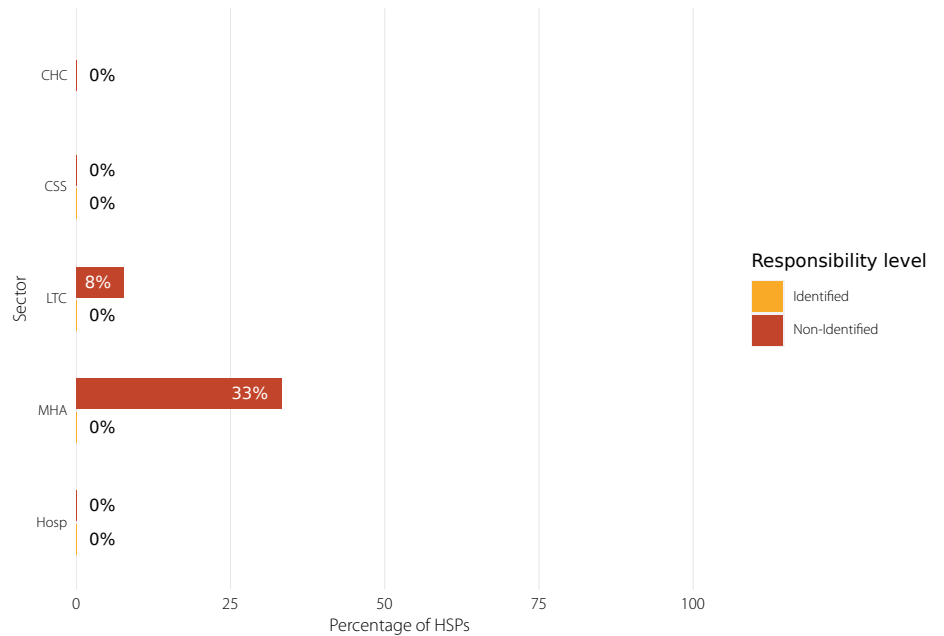


Figure 4.5.6. Percentage of HSPs who align Francophone clients to their HR with FLHS capacity by sectors and responsibility levels - Western Champlain

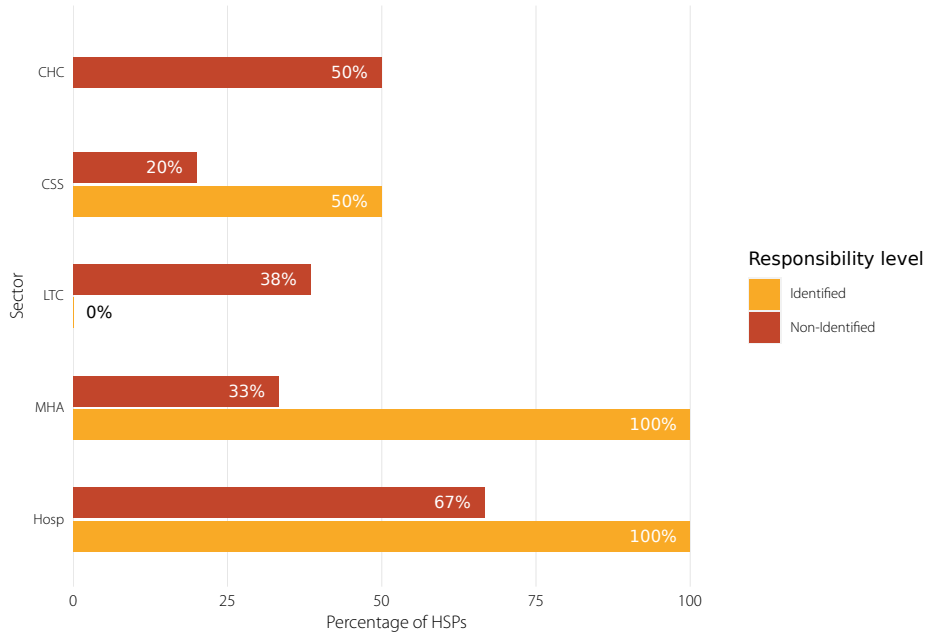
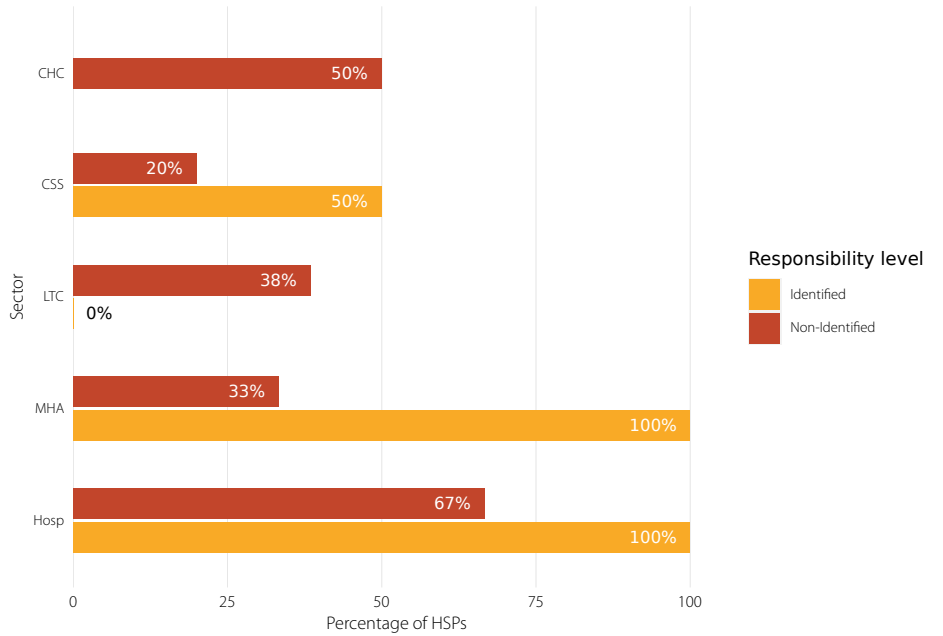


Figure 4.5.6. Percentage of HSPs who align Francophone clients to their HR with FLHS capacity by sectors and responsibility levels - Western Champlain



C. FLHS Opportunities

This section seeks to highlight opportunities for improving FLHS. Refer to Chapter 2 for an explanation of the indicators.

Figure 4.5.8. Percentage of non-identified services by sectors - Western Champlain

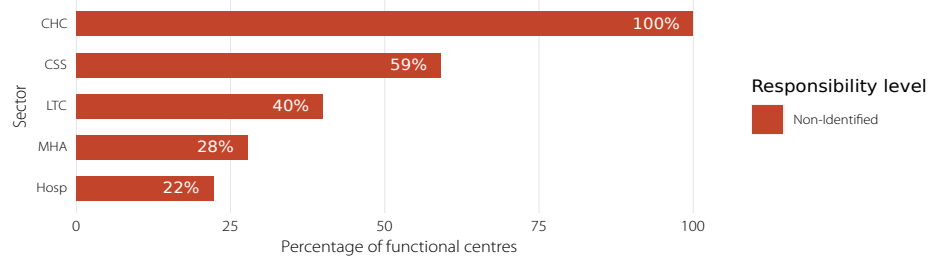


Figure 4.5.9. Percentage of HR with 'Advanced Minus' to 'Superior' French language proficiency among all HR who reported some level of FLS proficiency, distributed by sectors and by responsibility levels - Western Champlain

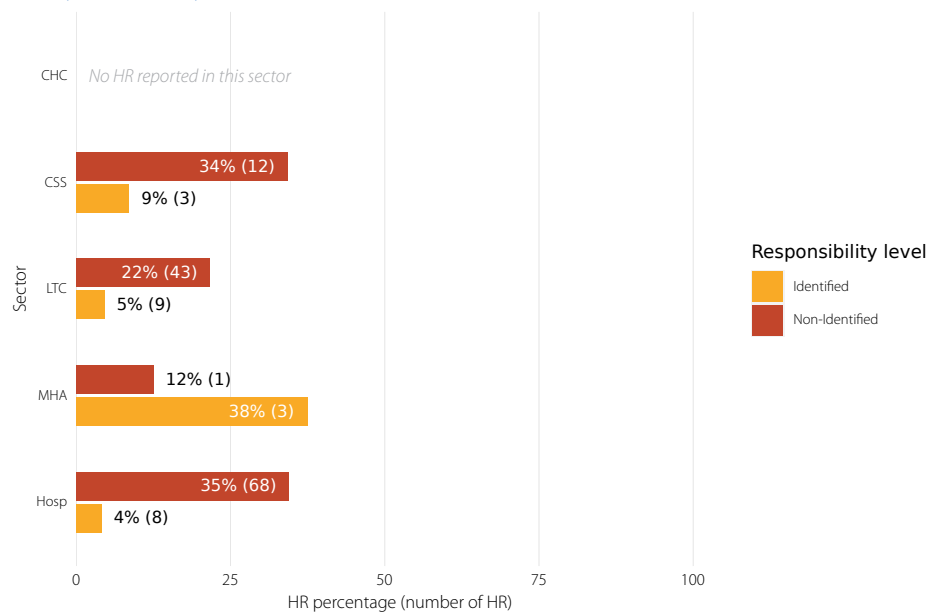
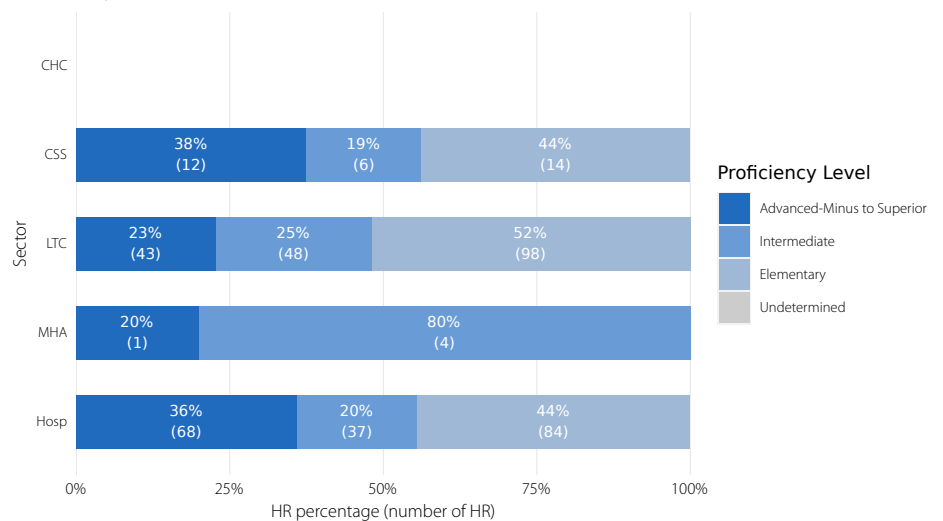


Figure 4.5.10. Percentage of HR with French language proficiency in non-identified HSPs, by proficiency level and sectors - Western Champlain



4.6 WESTERN OTTAWA

According to data from the 2016 Census of Canada, the total population of this local area was 298,205, including 26,460 Francophones. Francophones made up 8.9% of the population.

A. FLHS Responsibility

The indicators examined in this section provide information on the different levels of FLHS responsibility and offer an overview of the region's capacity to provide FLHS. Refer to Chapter 2 for an explanation of the indicators.

Table 8. FLS Report submission rate by sectors and responsibility levels - Western Ottawa

Responsibility level	HSPs Percentage				
	Hosp	MHA	LTC	CSS	CHC
Designated	-	-	-	-	-
Identified	-	-	-	100% (1)	-
Non-Identified	100% (1)	100% (2)	86% (6)	100% (2)	-

Figure 4.6.1. Number of HSPs by sectors and responsibility levels - Western Ottawa

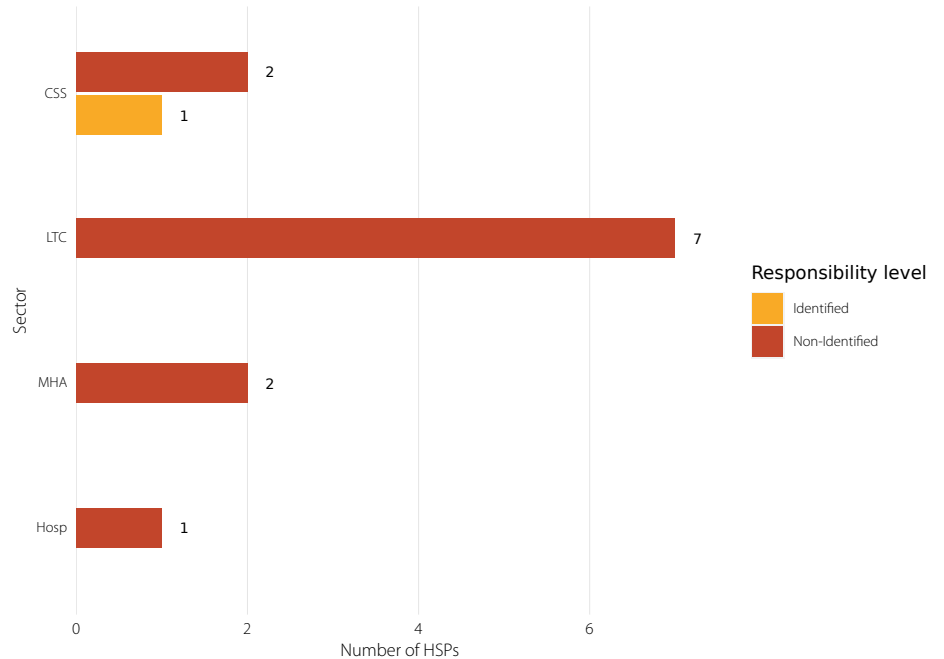


Figure 4.6.2. Percentage of LHIN funded continuum of service with an FLHS obligation by sectors and responsibility levels - Western Ottawa

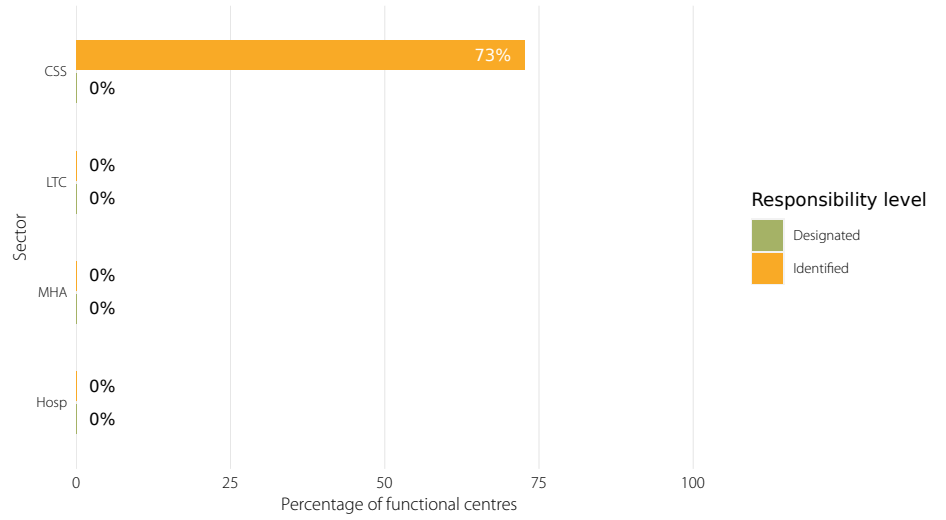
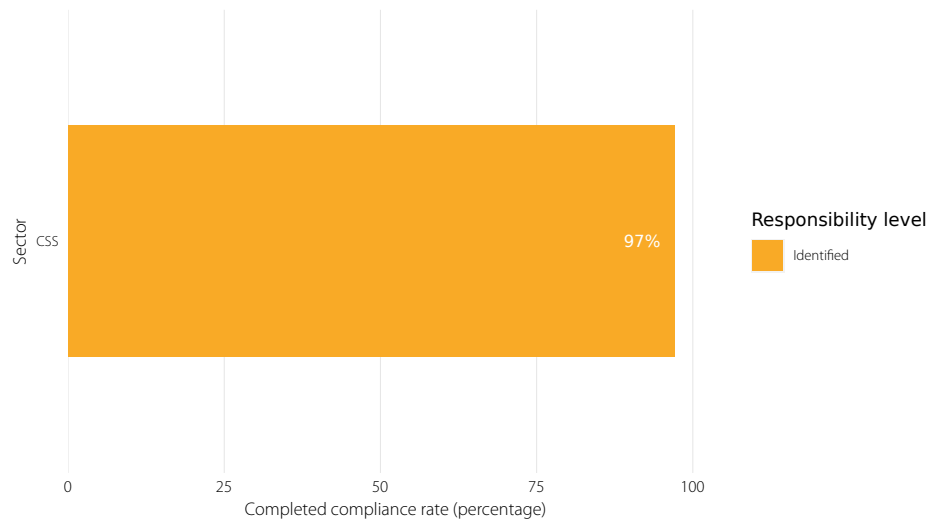


Figure 4.6.3. Average completion of designation requirements by sectors and responsibility levels - Western Ottawa



B. Organizational Practices Conducive to the Provision of FLHS

This section covers HSPs' implementation – depending on their responsibility level – of the organizational practices required to actively offer FLHS. The indicators tell us about how HSPs take the language needs of Francophone clients into consideration. Refer to Chapter 2 for an explanation of the indicators.

Figure 4.6.4. Percentage of HSPs who identify Francophone clients by sectors and responsibility levels - Western Ottawa

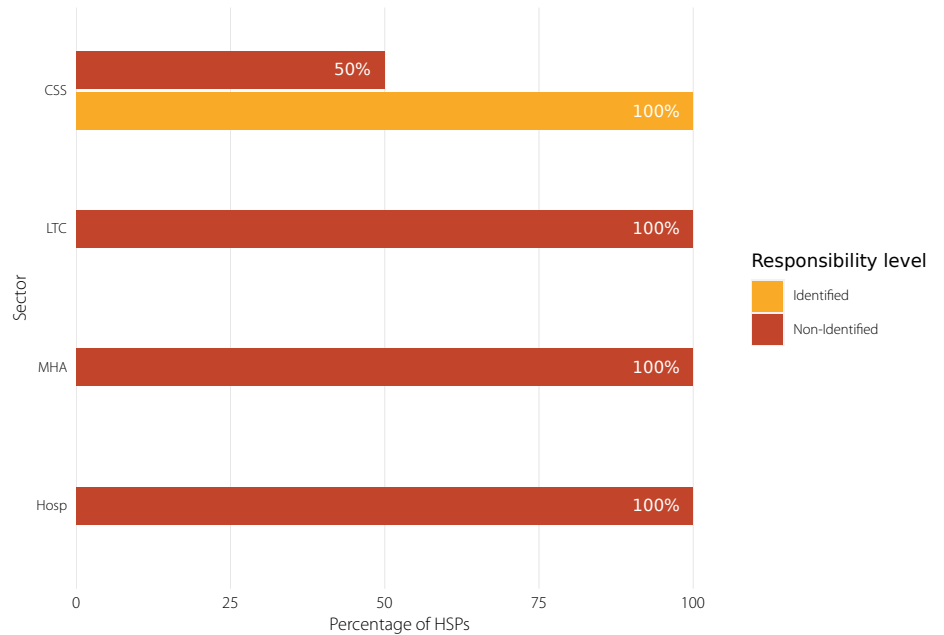


Figure 4.6.5. Percentage of HSPs who refer Francophone clients by sectors and responsibility levels - Western Ottawa

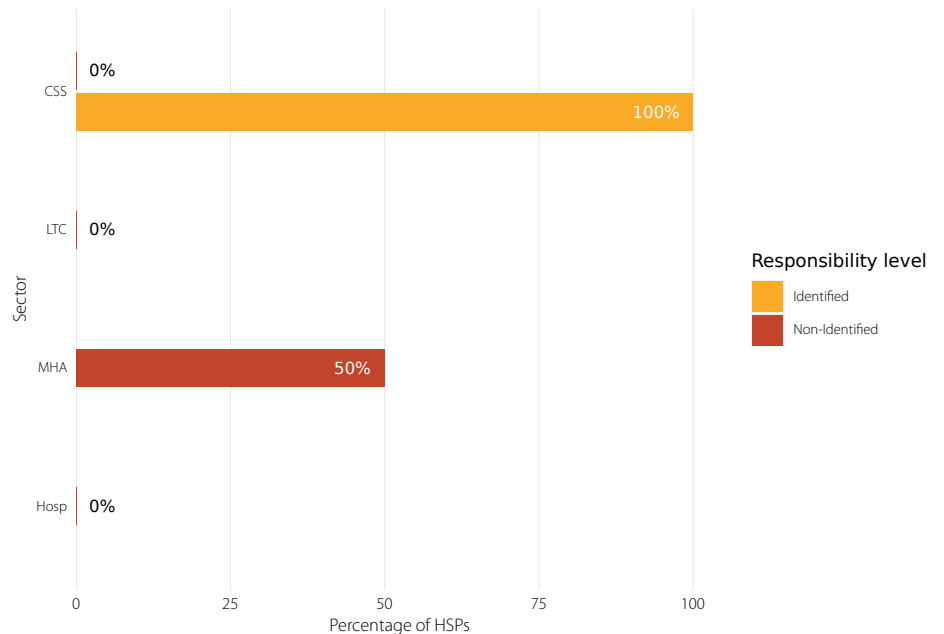


Figure 4.6.6. Percentage of HSPs who align Francophone clients to their HR with FLHS capacity by sectors and responsibility levels - Western Ottawa

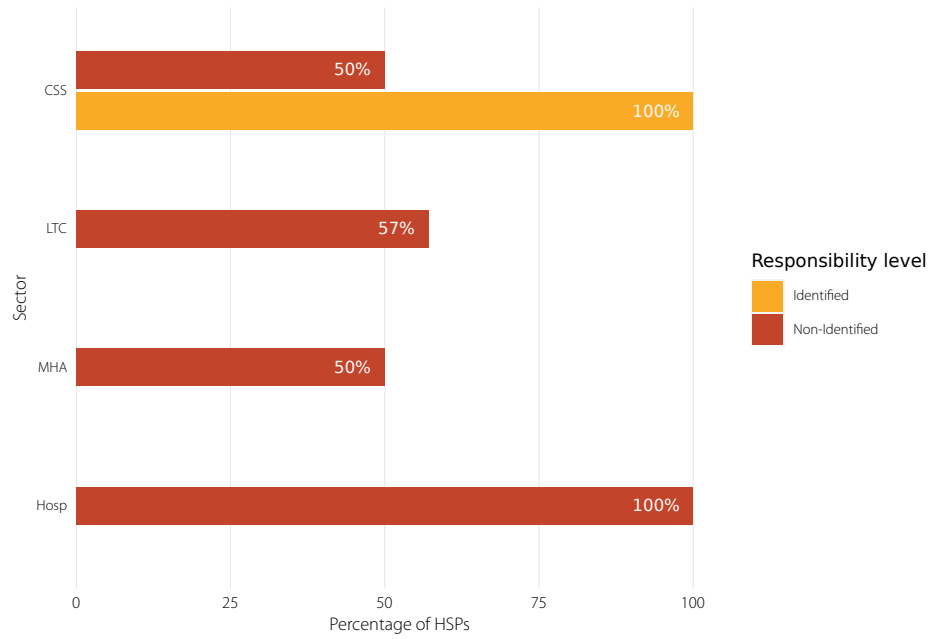
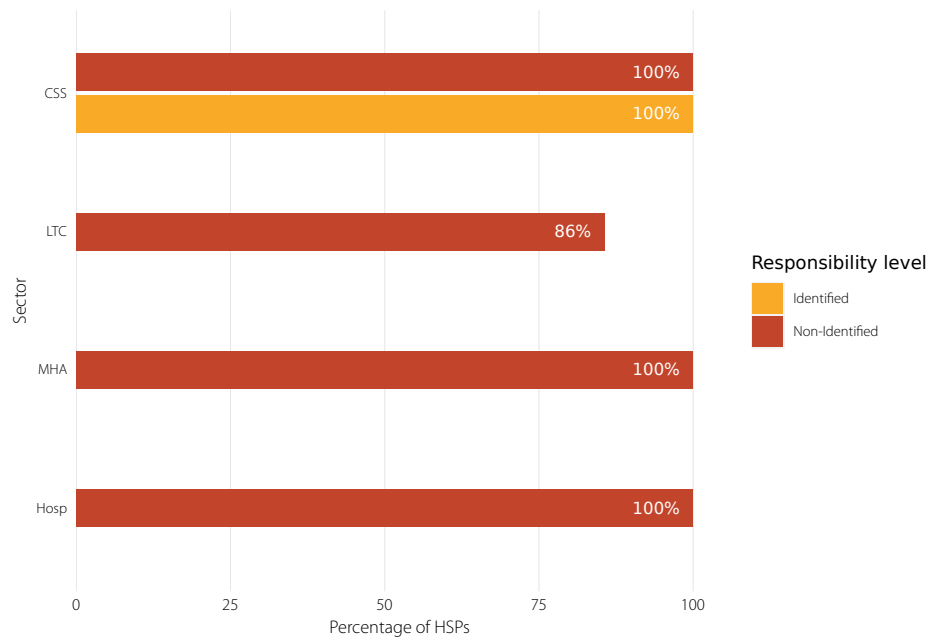


Figure 4.6.7. Percentage of HSPs that capture client satisfaction regarding FLHS by sectors and responsibility levels - Western Ottawa



C. FLHS Opportunities

This section seeks to highlight opportunities for improving FLHS. Refer to Chapter 2 for an explanation of the indicators.

Figure 4.6.8. Percentage of non-identified services by sectors - Western Ottawa

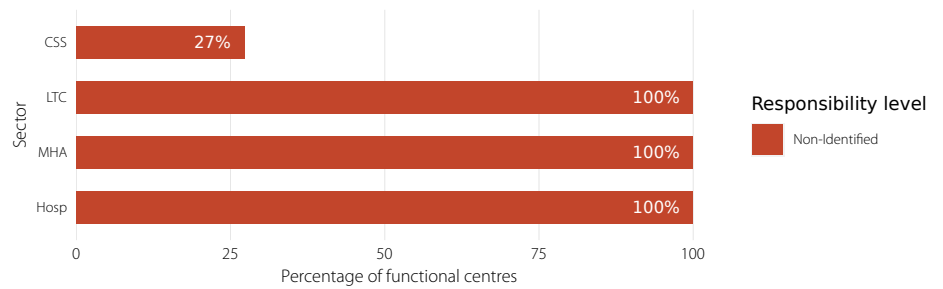


Figure 4.6.9. Percentage of HR with 'Advanced Minus' to 'Superior' French language proficiency among all HR who reported some level of FLS proficiency, distributed by sectors and by responsibility levels - Western Ottawa

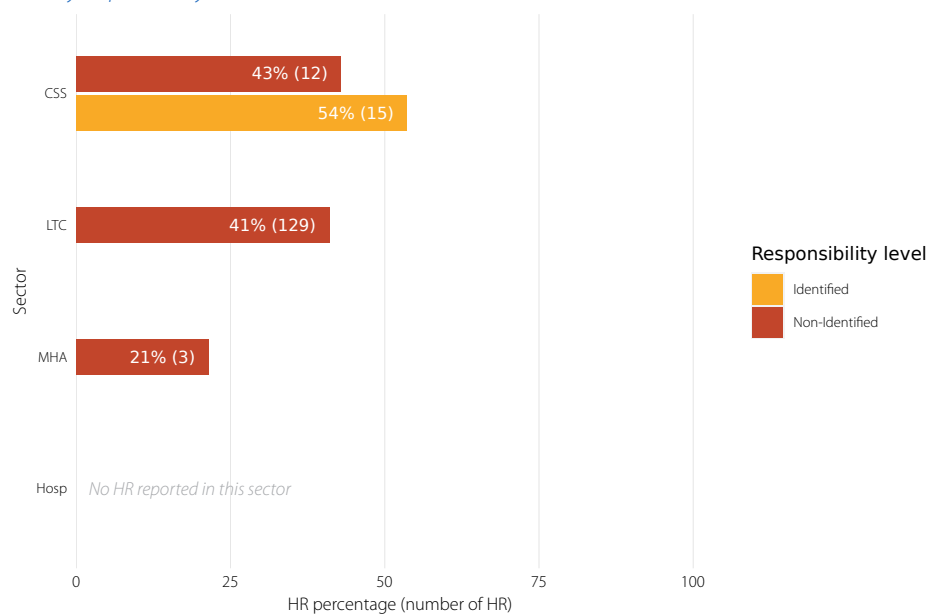
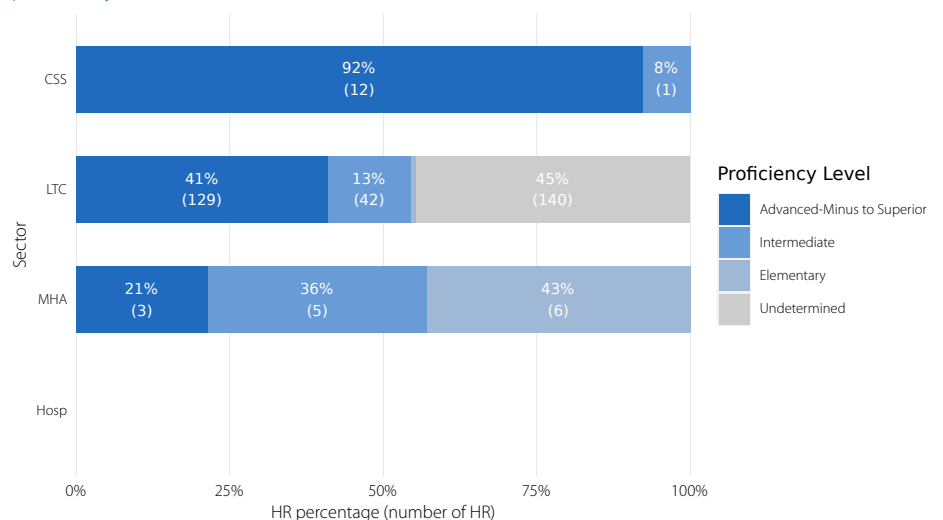


Figure 4.6.10. Percentage of HR with French language proficiency in non-identified HSPs, by proficiency level and sectors - Western Ottawa



APPENDICES



APPENDIX 1:

ROLES AND RESPONSIBILITIES IN FLHS

Offering French language health services (FLHS) derives from an obligation under the *French Language Services Act (FLSA)*, whereby all Ontario government services must be provided in French. In the healthcare system, this responsibility was reaffirmed in the MOHLTC's *Guide to FLHS (2017)*; all system stakeholders (the MOHLTC, LHINs, Entities and HSPs) have specific roles to uphold in order to provide a reasonable access to local FLHS across the entire continuum of care.

As specified in the MOH's *Guide to FLHS (2017)*, LHINs have two roles in the planning and provision of FLHS:

- To “plan, fund, integrate, and deliver local health services for the Francophone community”;
- And to “promote health equity, reduce health disparities and inequities, and respect (...) the requirements of the *French Language Services Act (FLSA)*, in the planning, design, delivery and evaluation of services.”

LHINs also have the responsibility to:

- “Hold HSPs accountable for the provision of FLHS and reporting of the provision of FLHS as per the terms of LHIN-HSP Service Accountability Agreements”;
- To “ensure that information about available FLHS is made accessible to the public”;
- And to “liaise with the MOHLTC and work with the Entities and HSPs on the identification of HSPs and HSPs seeking designation”.

To accomplish the latter, LHINs must:

- “Work with health system partners to identify HSPs for the provision of FLHS”; “work with health system partners to determine the readiness of identified HSPs for designation under the *FLSA*”;
- “Review the current status of identified HSPs who have not obtained FLS designation, and make a determination on the suitability of the HSP for the identification/designation”;
- And “work with health system partners to follow the designation process for HSPs seeking designation in a consistent and effective manner, and in accordance with Ministry of Francophone Affairs (MFA) criteria”.

The Entities' role is to “provide advice on local FLHS to the LHINs in specific geographic areas”. To do so, Entities have the following responsibilities:

- “Support the LHINs' mandate and collaborate to ensure the effective delivery of FLHS at the local level”, namely by “identifying FLHS available to the Francophone community” and “encouraging, educating and supporting HSPs to plan and deliver FLHS”;
- “Liaise with the LHINs on the FLS identification of HSPs and HSPs seeking FLS designation”; to “work with health system partners to provide advice to LHINs on the identification of HSPs for the provision of FLHS”, and on the “readiness of identified HSPs for FLS designation”; and to “work with health system partners to follow the FLS designation process of HSPs seeking FLS designation in a consistent and effective manner and in accordance with MFA criteria”;
- “Engage with the Francophone community to inform the Entity's advice to the LHIN on key priorities”; and to “provide advice to each LHIN on: methods of engaging the Francophone community; the health needs and priorities of the Francophone community (...), the health services available to the Francophone community; the identification and designation of HSPs for the provision of FLHS, strategies to improve access to, accessibility of and integration of FLHS in the local health system; and the planning for and integration of health services”;
- “Develop a Joint Action Plan with the LHIN”; “collaborate with the LHIN in the planning, integration and implementation of FLHS strategies (...) in order to improve access to FLHS”; and “provide advice on any other matters that the LHIN considers appropriate”, and on “matters the Entity considers appropriate, with respect to the Francophone community, as it relates and/or impacts (...) the health of Francophone residents”.

To help LHINs and Entities fulfill these roles and responsibilities, and to support HSPs who are either designated under the *FLSA* or identified for designation meet the criteria set out by the MFA, the Réseau developed a reporting template based on the 34 designation requirements. This template was integrated into the OZi Portal and used as the French Language Services Report (FLS Report) for all LHIN funded designated and identified HSPs.

The Réseau also developed a second template specifically for HSPs that are not involved in the designation process (non-identified HSPs). This template, which was used as the FLS Report for all LHIN funded non-identified HSPs, also provides these HSPs with an overview of their own FLHS capacity and supports LHIN service planning decisions.

APPENDIX 2:

ACRONYMS, ABBREVIATIONS AND GLOSSARY OF TERMS

ACRONYMS AND ABBREVIATIONS

CHC:	Community health centre
CSS:	Community support services
Entities:	French Language Health Planning Entities
FLHS:	French language health services
FLS:	French language services
FLSA:	<i>French Language Services Act</i>
HR:	Human resources
HSP:	Health service provider
LHIN:	Local health integration network
LTC:	Long-term care
MFA:	Ministry of Francophone Affairs
MHA:	Mental health and addiction services
MOH:	Ministry of Health
MOLTC:	Ministry of Long-Term Care
MOHLTC:	Ministry of Health and Long-Term Care

GLOSSARY OF TERMS

Active offer : Active offer can be defined as a regular and permanent provision of French language health services – delivered at a quality that is comparable to that of services provided in English – offered systematically and proactively to Francophone clients across the continuum of care. To ensure an active offer of French language health services, health service providers must implement a series of organizational practices. These practices are also designation requirements.

Actual capacity : According to designation requirements, staff members with one of the following French language proficiency levels are considered able to provide services in French and can hold designated bilingual positions: “Advanced Minus”, “Advanced”, “Advanced Plus” or “Superior”. The presence of human resources with these proficiency levels thus corresponds to a health service provider’s actual capacity to provide FLHS.

Continuum of care : The continuum of care is composed of different components of the health care system that are structured to ensure that a patient or client can be cared for without any interruption or rupture of services. In Ontario, the continuum of care is comprised of the following sectors of care: hospitals mental health and addiction services, long-term care, community health centres, and community support services.

Designated HSP : Designated health service providers have an obligation, under the *French Language Services Act*, to provide services in French on a guaranteed and permanent basis, in compliance with the 34 designation requirements. (This

obligation only applies to the services for which the HSP is designated). Designated HSPs must also submit a statement of compliance to the Ministry of Francophone Affairs on a three-year basis to demonstrate they are still compliant with the designation requirements. For the purpose of this report, designated HSPs are considered to have a full capacity to provide French language health services. However, an HSP can be partially designated. Partial designation occurs when a regulation designating a public service agency limits the designation to apply only to specific services provided by the agency, or specifies services that are excluded from the designation.

Designation : A legal and administrative procedure that follows the rules and procedures prescribed by the *French Language Services Act*, *Ontario Regulation 398/93* and Ministry of Francophone Affairs directives. This legislative and regulatory framework enables health service providers to demonstrate that they have the capacity to provide French language services on a permanent basis while meeting the specific needs of the Francophone population they serve.

Designated Local Area : A designated local area is a local area that shares its geography, whether entirely or partially, with a designated area. These were defined by cross-referencing all 26 designated areas according to the *FLSA* with the 76 local areas according to the MOHLTC and LHINs. This distribution provides insight into the application of the *FLSA* in the health care planning framework.

Designation plan : To become designated, health service providers must submit a designation plan, which demonstrates

how they comply with the 34 designation requirements. The designation plan contains the Human Resources Plan.

Designation requirements : To become designated, health service providers must comply with 34 requirements established by the Ministry of Francophone Affairs. These requirements are based on the following five criteria: The agency must offer quality services in French on a permanent basis, which is ensured by employees with the requisite French language skills; access to services must be guaranteed and follow the principle of an active offer; provisions for effective representation of Francophones on the board of directors and its committees are included in the administrative by-laws and must reflect the proportion of the Francophone population within the community served; the senior management team must have an effective representation of Francophones; the board of directors and the senior management team must be accountable with respect to the quality of French language services.

FLHS Capacity : Capacity can be defined as the ability to provide FLHS in order to ensure that LHIN funded services meet the needs of the local Francophone population. At the LHIN level, capacity is ensured through distribution of responsibility toward FLHS. At the HSP level, capacity is ensured through sufficient HR with an adequate level of French language proficiency (“Advanced Minus”, “Advanced”, “Advanced Plus” and “Superior”). For the purpose of this report, designated HSPs are considered to have full FLHS capacity, while identified HSPs are considered to have a certain capacity that could be developed through designation. Nonidentified HSPs are not considered to have the capacity to offer FLHS, though they may have some HR with varying levels of proficiency. HR with the “Advanced Minus”, “Advanced”, “Advanced Plus” and “Superior” levels are considered to have effective capacity to provide FLHS, while HR with the “Intermediate” proficiency level are considered to have potential capacity that could be developed through language training. HR with the “Elementary” proficiency level are considered to have a limited capacity to provide FLHS.

FLHS responsibility : In the current report, the concept of responsibility for FLHS corresponds to an HSP’s designation status. Responsibility encompasses the FLHS obligations assigned to designated HSPs, identified HSPs and non-identified HSPs, as set out in the *Guide to FLHS*.

FLS Report : For the purpose of this report, LHIN funded HSPs had to submit a French Language Services Report through the OZi Portal. Two different reporting templates were used: one for designated and identified HSPs, which was based on the 34 designation requirements (and included the HR Plan), and one for non-identified HSPs.

French Language proficiency : An employee’s French language proficiency is determined through linguistic evaluation by an accredited firm. According to the Government of Ontario, staff can be classified according to seven levels of oral and written proficiency (or linguistic profiles): “No Proficiency” (not collected in the present report) “Elementary”, “Intermediate”, “Advanced

Minus”, “Advanced”, “Advanced Plus” and “Superior”. Employees with the following proficiency levels are considered capable of providing FLHS: “Advanced Minus”, “Advanced”, “Advanced Plus” and “Superior”. A detailed description of each linguistic profile is available in Appendix 2.

French Language Services Act : *Ontario Regulation 13.60 398/93*. The *French Language Services Act* was first passed by Ontario Legislative Assembly in 1986 and came into effect in 1989. The legislative and regulatory framework for designation are comprised in the *French Language Services Act*.

Guide to FLHS : A document published by the Ministry of Health and Long-Term Care and released in November 2017. The *Guide to FLHS* details the requirements and obligations of LHINs, health service providers and Planning Entities with regards to French language health services.

Human Resources Plan : The Human Resources Plan (HR Plan) is submitted as part of the designation plan. The purpose of this document is to demonstrate that designated positions are held by staff members who possess the necessary French language proficiency levels (“Advanced Minus”, “Advanced”, “Advanced Plus” or “Superior”) to provide FLHS.

Identified HSP : Identified HSPs have been selected to work toward designation under the *FLSA*. Identified HSPs have a responsibility to develop a French Language Services Plan and to provide services in French in accordance with existing FLHS capacity. For the purpose of this report, identified HSPs are considered to have a certain capacity to provide FLHS; this capacity is to be enhanced through the designation process.

Inclusive definition of Francophone (IDF) : A definition used by the Government of Ontario to identify the Francophone population. According to this definition, Francophones are individuals whose mother tongue is French, plus those whose mother tongue is neither French nor English but have a particular knowledge of French as an Official Language and use French at home.

Limited Capacity : For the purpose of this report, staff member with an “Elementary” French language proficiency level are considered to have a limited capacity to provide FLHS. While this capacity could eventually be enhanced through French language training, these human resources do not, at the moment, contribute significantly to an HSP’s FLHS capacity.

Non-Identified HSP : Non-identified health service providers are neither identified for designation nor designated under the *French Language Services Act*. While they have no obligation to provide French language health services nor to submit a designation plan, these HSPs still have a responsibility to develop and implement a plan to address the needs of their local Francophone community. This plan includes the provision of information on health services available in French in their region. For the purpose of this report, non-identified HSPs had to submit a French Language Services Report through the OZi Portal. In the

current report, on-identified HSPs are not considered to have the capacity to offer FLHS.

Ozi Portal : An online data management solution created by the Réseau to collect and analyze data on the provision of French language health services at the provincial, local, and sectoral levels. The OZi Portal was deployed to 1464 LHIN funded health service providers between February and June of 2018 to collect data for the purpose of this report.

Planning Entity : French Language Health Planning Entities (sometimes referred to in this report as Entities or Planning Entities) were established by Ontario Regulation 515/09 Engagement with the Francophone Community. Entities have the responsibility to advise LHINs on FLHS, namely by engaging with the local Francophone community. There are currently six Planning Entities in Ontario.

Potential Capacity : For the purpose of this report, staff member with an “Intermediate” French language proficiency level are considered to have a potential capacity to provide FLHS. This capacity could be developed through French language training.

Reseau : The French Language Health Services Network of Eastern Ontario, also known in French as Réseau des services de santé en français de l’Est de l’Ontario. The Réseau is the Planning Entity for the Champlain and South East regions. The Réseau created the OZi Portal and also managed the data collection and analysis project for the purpose of this report.

Statement of compliance : Designated health service providers must submit a statement of compliance to the Ministry of Francophone Affairs on a three-year basis to demonstrate they are still compliant with the 34 designation requirements.

APPENDIX 3:

FLS PROFICIENCY PROFILES

ORAL

Elementary Level

At this level one has no real autonomy of expression. The ability to speak is limited to some memorized material on familiar topics related to work. One is able to verbalize isolated words, expressions of two or three words, and express simple, unconnected sentences. The range of vocabulary is limited and the delivery is slow and awkward. One can handle greetings, leave taking, and other expressions of courtesy. The limited vocabulary, the frequent errors, and slow delivery severely inhibit communication.

Intermediate Level

At this level one possesses some ability to work in French. One shows some spontaneity in language production but the fluency is very uneven resulting in halting speech. One is able to participate in simple conversations on a one-to-one basis. The vocabulary is limited to that used in simple, non-technical, daily conversational usage. One can make and answer requests for information or directions, give simple instructions and discuss simple needs. When addressing this person the speaker may have to slow down and repeat if he/she wishes to be understood.

Advanced Minus Level

At this level, the individual has the ability to handle a variety of communication tasks. The individual is able to describe and explain in all timeframes in most informal and some formal situations across a variety of familiar topics. The vocabulary often lacks specificity. Nevertheless, the individual is able to use rephrasing and paraphrasing. Although grammatical, lexical and pronunciation errors are evident, the individual can speak with enough accuracy to be understood.

Advanced Level

At this level, the individual has the ability to participate in conversations and satisfy many work requirements. The individual can discuss work-related matters with some ease and facility, expressing opinions and offering views. The individual is able to take part in a variety of verbal exchanges and to participate in meetings and discussion groups. However, the individual still needs help with handling complicated issues or situations. The individual is generally good in either grammar or vocabulary but not in both.

WRITTEN

Elementary Level

At this level one is able to write a few words, maybe sentences on topics related to work, maybe with the help of a dictionary. One can fill in forms, give general information such as time and location of meetings and notices of cancellation using a standard format. Vocabulary is limited to daily use with no mastery of idiomatic expressions. One has no practical communicative writing skills. One cannot produce French text.

Intermediate Level

At this level one is able to write words and simple sentences. One can make and answer simple requests for information. The vocabulary is limited to that of daily general use. One often experiences problems with grammar and spelling. One is able to meet some practical elementary writing needs but cannot produce acceptable French text.

Advanced Minus Level

At this level, the individual is able to meet basic work-related writing needs. The individual is able to narrate and describe in major verb forms or tenses and is able to compose simple summaries on familiar topics. The individual is able to combine and link sentences into paragraphs to form full texts. Writing is understood although some additional effort may be required. .

Advanced Level

At this level, the individual is able to use a variety of sentence types to express general ideas and opinions on non-specialized topics. The individual can write simple letters and reports required by the position. The individual experiences few problems with either grammar or spelling. However, the writing style may represent literal translations. Nevertheless, a sense of organization is emerging and the individual is beginning to sense what is stylistically and grammatically correct in French.

Advanced Plus Level

At this level, the individual is able to give oral presentations in both formal and informal settings. The individual is able to present a fairly detailed outline of his/ her line of reasoning on general or work-related topics in formal and informal settings, in meetings and in discussion groups. Some mastery of idioms and of specific vocabulary appropriate to a variety of contexts is evident. Grammar is generally appropriate. Deficiencies in vocabulary are compensated for by synonyms and paraphrases. Problems may be encountered when discussing more specialized topics, but the individual at this level has very little difficulty in making himself / herself understood.

Superior Level

At this level, the individual has the ability to speak the language with sufficient structural accuracy, fluency and vocabulary to participate effectively in most formal and informal conversations on practical, social and professional topics. The individual is able to use idioms and specific vocabulary relevant to a variety of contexts and to give verbal presentations in both formal and informal settings.

Advanced Plus Level

At this level, the individual is able to write about a variety of topics with significant precision and detail. The individual can handle informal and formal correspondence according to appropriate conventions, and write summaries and reports of a factual nature. The individual can also write extensively about topics relating to particular interests and specialized areas of competence, although their writing tends to emphasize the concrete aspects of such topics.

Superior Level

At this level, the individual is able to express him/herself effectively and accurately in most formal and informal writing tasks/assignments on practical, social and professional topics. The individual is able to recognize awkwardness in sentence structure and paragraphs. Errors in grammar and spelling are minor and infrequent.

APPENDIX 4:

DEFINITION OF INDICATORS

Group	Indicator	Indicator description	Calculation method	Level of reporting	
FLHS Responsibility	1	Number of HSPs per responsibility level	<p>This indicator presents the number of HSPs according to their responsibility level : identified HSPs, designated HSPs and non-identified HSPs. This indicator informs on the number of HSPs that have a responsibility to provide FLHS (designated HSPs), as well as on the number of HSPs that must develop their capacity to provide FLHS (identified HSPs). It also informs on the number of HSPs that have no obligation to provide FLHS (non-identified HSPs).</p>	<p>Number (N) of designated HSPs + N of identified HSPs + Number (N) of non-identified HSPs</p>	NI/Id/D
	2	.FLS Report submission rate	<p>This indicator presents the percentage of HSPs that have submitted their FLS report.</p>	<p>Numerator : Number (N) of HSPs that have submitted their FLS report</p> <p>Denominator: Total Number (N) of HSPs</p>	NI/Id/D
	3	Percentage of LHIN funded continuum of service with an FLHS obligation	<p>This indicator presents the percentage of direct patient service functional centres offered in designated or identified HSPs. This indicator informs on the extent of the continuum of services being developed or offered in French</p>	<p>Numerator : Number (N) of direct patient service functional centres offered in designated or identified HSPs.</p> <p>Denominator : Total number of LHIN funded direct patient service functional centres</p>	Id/D
	4	Average completion of designation requirements	<p>This indicator presents the compliance rate of identified and designated HSPs with regards to designation requirements. The percentage of the 34 designation requirements reported by an HSP to have been completed is used to establish that HSP's compliance rate. This indicator informs on the capacity for designated HSPs to continue to comply with the requirements over time, as well as on the compliance rate progression for identified HSPs. désignés.</p>	<p>Numerator : Sum of the requirements for compliance completed by each HSP</p> <p>Denominator : Sum of the requirements for compliance to be completed by all the HSPs</p>	Id/D

Groups	Indicator	Indicator Description	Calculation Method	Level of reporting	
Organizational Practices	5	Percentage of HSPs who identify Francophone clients	This indicator presents the percentage of HSPs that have adopted a method of identifying their Francophone clients, compared to all HSPs. This indicator informs on the capacity for HSPs to identify Francophone clients, a practice which is a prerequisite to the active offer of FLHS. It also informs on the capacity for HSPs to reliably take count of their Francophone clientele.	Numerator : Number (N) of HSPs who identify Francophone clients Denominator : Total Number (N) of HSPs	NI/Id/D
	6	Percentage of HSPs who refer Francophone clients	This indicator presents the percentage of HSPs that refer their Francophone clients to another HSP	Numerator : Number (N) of HSPs who identify Francophone clients Denominator : Total Number (N) of HSPs	NI/Id/D
	7	Percentage of HSPs that capture client satisfaction regarding FLHS	This indicator presents the percentage of HSPs that collect data on client satisfaction with regards to FLHS. This indicator informs on HSPs' commitment to adopt quality control mechanisms with regards to FLHS.	Numerator : Number (N) of HSPs who align Francophone clients to their HR with FLS capacity Denominator : Total Number (N) of HSPs	NI/Id/D
	8	Percentage of HSPs who align Francophone clients to their HR with FLHS capacity	The indicator presents the percentage of HSPs that align their Francophone clients with staff members with French language proficiency. This indicator informs on whether HSPs use available HR with French language proficiency to respond to requests for FLHS..	Numerator : Number (N) of HSPs who align Francophone clients to their HR with FLS capacity Denominator : Total Number (N) of HSPs	NI/Id/D

NI : Non-Identified
 I : Identified
 D : Designated
 N : Number
 HR : Humain Resources
 HSPs : Health Service Providers
 FLHS : French language health services
 FLS : French language services

Group	Indicator	Indicator description	Calculation Method	Level of reporting
FLHS opportunities	9 Percentage of nonidentified services	This indicator presents the percentage of direct patient service functional centres only available in non-identified HSPs. This indicator informs on the opportunities to extend the continuum of services being developed or offered in French.	Numerator : Number (N) of direct patient service functional centres only available in non-identified HSPs Denominator : Total number of LHIN funded direct patient service functional centres	NI
	10 Percentage of Francophone clients served by nonidentified HSPs	This indicator presents the percentage of Francophone clients served by non-identified HSPs, compared to those served by all HSPs. The Francophone characteristic was determined by each HSP, in accordance with the latter's internal policy. This indicator informs on the utilization of health services by Francophone clients, namely with regards to HSPs that haven't necessarily developed an active offer of FLHS.	Numerator : Number (N) of Francophone clients served by non-identified HSPs Denominator : Total Number (N) of Francophone clients served by all HSPs (identified, designated and non-identified)	NI
	11 Percentage of Francophone clients served by identified or designated HSPs	This indicator presents the percentage of Francophone clients served by identified or designated HSPs, compared to those served by all HSPs. This indicator informs on use of FLHS by Francophone clients. This information is presented in accordance with HSPs' responsibility level with regards to the provision of FLHS.	Numerator : Number (N) of Francophone clients served by designated or identified HSPs (N of Francophones clients served by identified HSPs + N of Francophone clients served by designated HSPs) Denominator : Total Number (N) of Francophone clients served by all HSPs (identified, designated and non-identified)	Id/D
	12 Percentage of HR able to provide FLHS in nonidentified HSPs	This indicator presents the percentage of HR with actual FLHS capacity within non-identified HSPs (ie, staff with "Advanced Minus", "Advanced", "Advanced Plus" or "Superior" French language proficiency). It informs on opportunities for improving the local provision of FLHS by reviewing these HSPs' responsibility level with regards to the provision of FLHS.	Numerator: Number (N) of HR with one of the following French language proficiency levels in nonidentified HSPs: "Advanced Minus", "Advanced", "Advanced Plus" or "Superior" Denominator : Total Number (N) of HR with French language proficiency in non-identified HSPs	NI

Group	Indicator	Indicator description	Calculation Method	Level of reporting
FLHS opportunities	13 Percentage of HR with "Elementary" French language proficiency	This indicator presents the percentage of positions filled by staff members with "Elementary" French language proficiency within non-identified HSPs, compared to all staff members with any level of French language proficiency. This indicator informs on the percentage of HR with limited French language capacity, as well as on existing FLHS capacity gaps within non-identified HSPs	Numerator : Number (N) of HR with "Elementary" French language proficiency in non-identified HSPs Denominator : Total Number (N) of HR with French language proficiency in non-identified HSPs	NI
	14 Percentage of HR with "Intermediate" French language proficiency.	This indicator presents the percentage of positions filled by staff members with "Intermediate" French language proficiency within non-identified HSPs, compared to all positions filled by staff members with any level of French language proficiency. This indicator informs on the percentage of HR with potential French language capacity (ie, employees who could, with French language training, attain actual capacity) within non-identified HSPs	Numerator: Number (N) of HR with "Intermediate" French language proficiency Denominator: Total Number (N) of HR with French language proficiency in non-identified HSPs	NI
	15 Percentage of HR with "Advanced Minus" to "Superior" French language proficiency	This indicator presents the percentage of positions filled by staff members with "Advanced Minus", "Advanced", "Advanced Plus" or "Superior" French language proficiency, compared to all positions filled by staff members with any level of French language proficiency. This indicator informs on the percentage of HR with actual French language capacity (ie, staff members that have the necessary proficiency to offer FLHS).	Numerator : Number (N) of HR with one of the following French language proficiency levels : "Advanced Minus", "Advanced", "Advanced Plus" or "Superior" Denominator : Total Number (N) of HR with French language proficiency	NI/Id/D

METHODOLOGICAL CONSIDERATIONS

General Considerations :

Number of HSPs	The common denominator is calculated on the basis of the total number of HSPs that had the obligation to submit a FLS Report.
Designated HSPs	The number of designated HSPs includes both HSPs designated to provide all their programs and services in French and those designated to provide only specific programs or services in French.
OZi Portal: :	<ul style="list-style-type: none">• A value of “0” was attributed to all questions in the FLS reporting template for which no responses were provided.• The responses provided in FLS Reports with an “In Development” submission status were taken into account in the data analysis.

Considerations Specific to Certain Indicators:

Indicators 5 and 7	HSPs that responded to the questions on identification of Francophone clients and to those on client satisfaction with FLHS by checking the “Other” field in the template were included
Indicators 6 and 8	HSPs that responded to the questions on alignment of Francophone clients with their HR proficient in French and to those on referral of Francophone clients to other HSPs by checking the “Other” field in the template were excluded.
Indicators 3 and 9	Only functional centres with a direct impact on frontline services were included. In the case of partially designated HSPs, the services that were not designated were considered as identified services. The functional centres denominator corresponds to the sum of the unique functional centres (all sectors and designation statuses combined) in the LHIN or local area concerned.
Indicators 10 and 11	Some HSPs reported a number of Francophone visits but did not report having any Francophone clients.
Indicators 13, 14 and 15	The data on HR with French language proficiency are based on oral skills only. Among designated HSPs, the level “Advanced Minus” was attributed to all HR occupying positions requiring language proficiency for which the appropriate fields in the template were left empty. Among identified and non-identified HSPs, HR for which the appropriate fields in the template were left empty were excluded.

APPENDIX 5:

REPORTING TEMPLATE

FLS REPORT – IDENTIFIED / DESIGNATED HSPs

Section 1 - Information about the agency or organization

1.1 Name according to the letters patent

1.2 Address:

- Unit Number
- Street Number
- Street
- P.O. Box
- City
- Province
- Postal Code

1.3 Person responsible for the plan:

- First Name
- Last Name
- Initial
- Title
- E-mail
- Telephone
- Extension
- Fax

1.4 Resource Person:

- First Name
- Last Name
- Initial
- Title
- E-mail
- Telephone
- Extension
- Fax

1.5 Organizational type or category:

- Community Health Centre
- Community Support Services
- Hospital Services
- Long Term Care Home
- Mental Health and Addiction Services

1.6 The services covered by the designation are offered to a clientele that is:

- 100% Francophone : All clients are Francophone
- A Francophone minority: 49% and less of clients are Francophone
- Both Anglophone and Francophone: 50/50 clients are Anglophone and Francophone
- Mostly Francophone: 51% to 99% are Francophone

1.7 Brief description of the background of the agency or organization:

Section 2 - Information about the designation

2.1 Specify the type of application or existing designation:

- Full designation
- Partial designation
- Expansion to full
- Expansion to partial

2.2 List of all programs or services offered by the organization:

2.3 If the designation is partial, specify which programs or services are the subject of the application:

2.4 Indicate whether the agency offers services – which are not covered by this application – on behalf of another ministry (new designation only):

2.5 Indicate whether the agency provides services on behalf of another ministry under its designation (assessment only):

2.6 Provide a brief description of any expertise or unique service offered by the agency (new designation only):

Section 3 – Information on the community

3.1 Name of the city(ies) and/or region(s) served:

- City / Region 1
- City / Region 2
- City / Region 3

3.2 Electoral District:

3.3 Population:

- Region
- City/Town
- Total population
- Francophone population
- Percentage

3.4 Clientele:

- Year

Visits

- Total number of visits
- Numbers of visits by Francophone clients
- Percentage

Unique Clients

- Total number of unique clients
- Number of unique Francophone clients
- Percentage

Section 4 - Requirements for Compliance with the Designation Criteria

4.1 Elements to incorporate to administrative by-laws:

- 4.1.1 A detailed statement on the delivery of French language services (FLS) (repeat contents of this section for each section from 4.1.2 to 4.5.8)

Activities:

- Person Responsible
- Status
 - Not Started
 - In progress
 - Deferred
 - Completed
 - Exempted
 - Not Applicable
- Start Date
- Anticipated End Date
- Additional Information

Realizations:

- Final Product Description
- End Date
- Comments
- Other

- 4.1.2 The existence of a policy and a committee on French language services (FLS)
- 4.1.3 Choose one of the three options. (Section 3 must first be filled first)
- 4.1.4 A statement describing the responsibilities of the board of directors and the senior management team with respect to French language services

4.2 Direct services to clients:

- 4.2.1 All telephone services, including voice messages and interactive response systems, are actively offered* in French
- 4.2.2 The reception and services, at the time of the initial greeting and at each subsequent point of contact are actively offered in French
- 4.2.3 A mechanism is in place to determine the linguistic identity of the client from the very first point of contact
- 4.2.4 Professionals responsible for treatment at the agency are proficient in French
- 4.2.5 Volunteer services within the agency are actively offered* in French
- 4.2.6 Contracts signed with third parties that offer services on behalf of the agency contain a clause stating their obligation to ensure the offer of French language services (if no contract was signed with a third party, indicate 'not applicable' (NA) in the box to the right)
- 4.2.7 A mechanism, such as a survey or complaint process, is available in French and is clearly communicated to clients so that they can evaluate the quality of French language services offered.

4.3 Visual identity and communications:

- 4.3.1 The website of the organization is available in French
- 4.3.2 The exterior signage is available in French or in both official languages. If the name of the agency is in English, the signage must indicate that French language services are available
- 4.3.3 The interior signage is available in French, in both official languages or features pictograms. If the agency offers partial French language services, French signage must guide the public to the locations where French language services are offered

4.3.4 Admission forms and other documents intended for clients are available in French and actively offered to the French-speaking clientele

4.3.5 Employees who are proficient in French wear tags which clearly allow members of the public to identify them

4.3.6 Business cards of employees who are proficient in French are available in French or printed with information in each official language on one side of the card

4.3.7 The letterhead on the correspondence of the agency is available in French or in both official languages

4.3.8 Communications and publications intended for the public concerning services covered by the designation, such as pamphlets, brochures, public notices and press releases are available in French

4.3.9 The agency responds in French to correspondence received in French

4.3.10 A mechanism is in place to translate and correct documents in French intended for the public

4.3.11 The agency implements the necessary tools and software required for quality communication in French

4.4 Governance and Accountability:

- 4.4.1 A report on the status of French language services is submitted annually to the board of directors for approval
- 4.4.2 There is effective representation of Francophones within the senior management team
- 4.4.3 A senior manager has been designated to assume responsibility for the delivery of French language services
- 4.4.4 A mechanism has been put in place to manage complaints concerning French language services

4.5 The human resources policy incorporates specific measures and mechanisms concerning the staffing of employees with the required French language competencies:

- 4.5.1 Staffing of personnel proficient in French in order to guarantee that French language services are offered on a permanent basis during business hours
- 4.5.2 identifying the number of positions designated as bilingual and the number of employees required for delivery of French language servicesL'identification du profil linguistique requis pour chaque poste
- 4.5.3 Identification of the linguistic profile required for each position.
- 4.5.4 Recruitment of employees proficient in French
- 4.5.5 Evaluation of the oral and written French skills of candidates by accredited language assessment services.
- 4.5.6 Hiring of personnel proficient in French
- 4.5.7 An offer of training for employees who do not meet the linguistic requirements for the position
- 4.5.8 In the human resources plan, identify each of the positions designated as bilingual, indicating the required linguistic profile and the number of employees with the requisite level of proficiency in French

Section 5 - Community Support

- Supporting Documents

Section 6 – Additional Information

How do you identify your Francophone clients?:

- We do not identify Francophone clients
- Clients self-identify as Francophone
- Mother Tongue
- Official Language spoken
- Official Language in which they are most comfortable
- Language of preference
- Language spoken at home
- Other
- If you chose "Other", please specify

What do you do when you receive a request for services in French?:

- A Caregiver, volunteer or staff member acts as interpreter
- Professional interpretation service is offered
- We match clients with staff members who have French language skills

- The client is referred to another service provider
- The client is referred to another provider who offers services in French
- We indicate to our clients that we are unable to provide services in French
- Other
- If you chose "The client is referred to another provider who offers French language services", please list these provider
- If you chose "Other", please specify

How do you measure client satisfaction with the French language services offered by your organization?:

- We do not measure client satisfaction with services rendered
- We use a survey of overall client satisfaction with services rendered
- We use a survey of client satisfaction with French language services or another form of evaluation specifically related to French language services
- Other
- If you chose "Other", please specify

HUMAN RESOURCES PLAN

Unit	Program/Service	Funding	Position	Total Employees			Employees required to provide French language services			Employees with proficiency in regards to the language profile			Number of employees that have not been assessed			Linguistic profile		
				Full Time	Part Time	Casual	Full Time	Part Time	Casual	Full Time	Part Time	Casual	Full Time	Part Time	Casual	Oral	Written	

Section 1 - Information about the agency or organization

1.1 Name according to the letters patent

1.2 Address:

- Unit Number
- Street Number
- Street
- P.O. Box
- City
- Province
- Postal Code

1.3 Person responsible for the plan:

- First Name
- Last Name
- Initial
- Title
- E-mail
- Telephone
- Extension
- Fax

1.4 Resource Person:

- First Name
- Last Name
- Initial
- Title
- E-mail
- Telephone
- Extension
- Fax

1.5 Organizational type or category:

- Community Health Centre
- Community Support Services
- Hospital Services
- Long Term Care Home
- Mental Health and Addiction Services

Section 2 – Information on the community

Clientele

- Year

Visites

- Total Number of visits
- Number of visits by francophone clients
- Percentage

Unique clients

- Total number of unique clients

- Number of francophone clients
- Percentage

Section 3 - Human Resources Plan

Please only enter employees with French language proficiency:

- Department
- Program / Service
- Position
- Level of French

Section 4 - Additional Information

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