

## **LHIN-Entity Action Plan**

**2019-2022**

**Entité 4 / Central LHIN / Central East LHIN / NSM LHIN**

**Approved: March 6, 2019**

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## Introduction

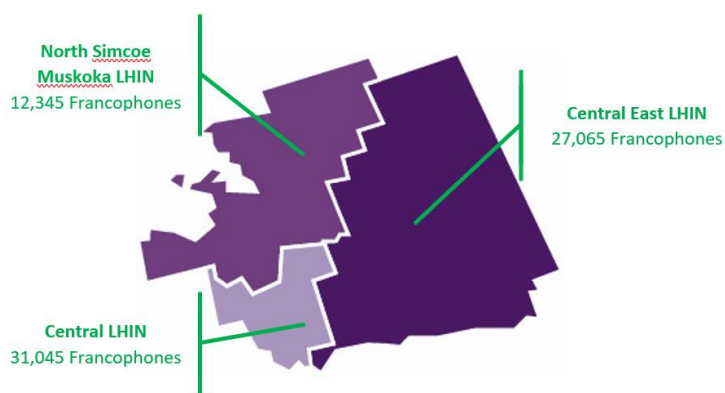
The provision of French Language Health Services (FLHS) in Ontario is a requirement enshrined in two key pieces of legislation the French Language Services Act (1990) and the Local Health System Integration Act (2006). These legislations reflect the commitment of the Government of Ontario to provide improved access to quality healthcare services in French for Francophones across the health system.

This document outlines the commitment of North Simcoe Muskoka, Central, and Central East LHINs to work collaboratively with Entité 4 for the development of quality French language health services for the 70,000 Francophones living in their local geography.

Local Health Integration Networks (LHINs) were created by the provincial government under the Local Health System Integration Act, 2006. Their role is to plan, coordinate, integrate and fund local health care services. Since the enactment of Patients First, 2016, LHINs acquired the responsibility of home and community care health services.

Entité 4 is one of six French Language Health Planning Entities (FLHPES) appointed by the Ministry of Health and Long-Term Care (MOHLTC) in 2010; a move that affirmed the government's commitment to addressing the unique health care needs of Ontario's official language minority community.

In November 2017, the MOHLTC released "The Guide to the Requirements and Obligations Relating to French Language Health Services" to strengthen health system accountability and performance, as well as support access to linguistically and culturally appropriate services for Ontario's Francophone communities. As specified by the MOHLTC, LHINs have the following roles and responsibilities in the planning and provision of FLHS:



- Plan, fund, integrate, and deliver local health services for the Francophone community;
- 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;
- Comply with the FLSA as a Crown agency of the government;
- Hold Health Service Providers (HSPs) accountable for the provision of FLHS and reporting of the provision of FLHS as per the terms of LHIN-HSP Service Accountability Agreements;
- Ensure that information about available FLHS is made accessible to the public;
- Liaise with the MOHLTC and work with the Entities and HSPs on the identification of HSPs and HSPs seeking designation;
- Promote the principles associated with the concept of "Active Offer" across the local health system.

The MOHLTC gave a mandate to FLHPEs to advise LHINS on health needs of Francophone communities by conferring the following responsibilities <sup>1</sup>:

- Support the LHINS' mandate and collaborate to ensure the effective delivery of FLHS at the local level;
- Liaise with the LHINS on the FLS identification of HSPs and HSPs seeking FLS designation;
- Engage with the Francophone community to inform the Entity's advice to the LHIN on key priorities.

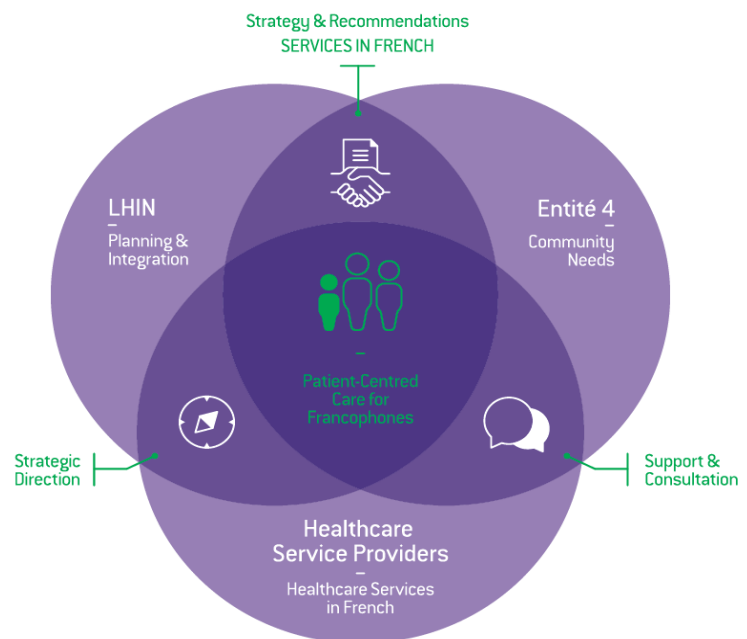
The collaborative work between North Simcoe Muskoka/Central/Central-East LHINS and Entité 4 is outlined in this LHIN-Entity Action Plan (LEAP). Its main objective is to identify the needs of their Francophone communities, assess their local FLHS capacity and establish joint priorities to address any FLHS gaps as part of the planning process.

The LHIN - Entity Action Plan (LEAP), formerly known as Joint Action Plan, is a multi-year strategy which outlines LHIN-Entity priorities specific to FLHS, and details planned actions both parties will undertake to improve access to FLHS. The LEAP aligns with LHIN Integrated Health Service Plans (IHSPs) and provides LHINS and Entities with an opportunity to further define FLHS priorities identified in the IHSPs, as well as clarify respective roles.

## Approach

This document outlines our approach and LEAP over the next three years to improve access to health services in French for Francophones within Central, Central East and North Simcoe Muskoka LHIN catchment areas. To improve access to FLHS, we need a concerted approach where all stakeholders (LHINS, Entité 4 and Health Service Providers) understand their role and responsibilities, but where the voice of the community can also be heard, and the perspective of Francophone patients is taken into consideration.

The core elements we propose will guide decisions and actions to achieve common objectives regarding Francophone communities and the development of French language health services as outlined by MOHLTC. This strategy is therefore in complete alignment with MOHLTC priorities as well as those outlined in each LHIN IHSP, while finding its basis in the needs expressed by the Francophone community.



This LEAP will also allow a clear and targeted alignment of actions undertaken by the main stakeholders involved: the three LHINS – responsible for planning, coordinating and funding the local health system—including the delivery of Home and Community Care (HCC), and Entité 4 – responsible for advising LHINS

<sup>1</sup> [http://www.health.gov.on.ca/en/public/programs/flhs/docs/Guide\\_to\\_FLHS\\_FINAL.pdf](http://www.health.gov.on.ca/en/public/programs/flhs/docs/Guide_to_FLHS_FINAL.pdf)

on needs of the Francophone community as well as planning and implementing initiatives regarding FLHS. This strategy will also serve as the basis for collaboration with various stakeholders who are involved in improving French language services.

When developing our 2019-2022 LEAP, we ensured that its direction took into account the following:

- MOHLTC Provincial Areas of Focus
- Pan-LHIN imperatives
  - Improve the patient experience
  - Address health inequities by focusing on population health
  - Reduce the burden of disease and chronic illness
  - Build and foster healthy communities through integrated care closer to home
  - Drive innovation through sustainable new models of care and digital solutions
  - Drive efficiency and effectiveness
- NSM, Central and Central East LHIN IHSPs
- Entité 4 Strategic Plan
- Feedback from the community

We also ensured that this plan recognized existing or previous initiatives to ensure sustainability of past efforts.



### Achievements over the course of the 2016-2019<sup>2</sup> JAP

The last JAP developed for Central/Central East/North Simcoe Muskoka LHINs and Entité 4 outlined a strategy covering 2016-2019. You will find below some of the key achievements under this strategy. These initiatives significantly increased knowledge and understanding of the needs of Francophones in matters of health across planning teams in all three LHINs, and improved francophone patient experience and outcomes. Though this is just a highlight of activities, a complete report on the last strategy will be presented at the end of this fiscal year.

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<sup>2</sup> For more details, please review Annual Strategy Reports, Years 1 & 2

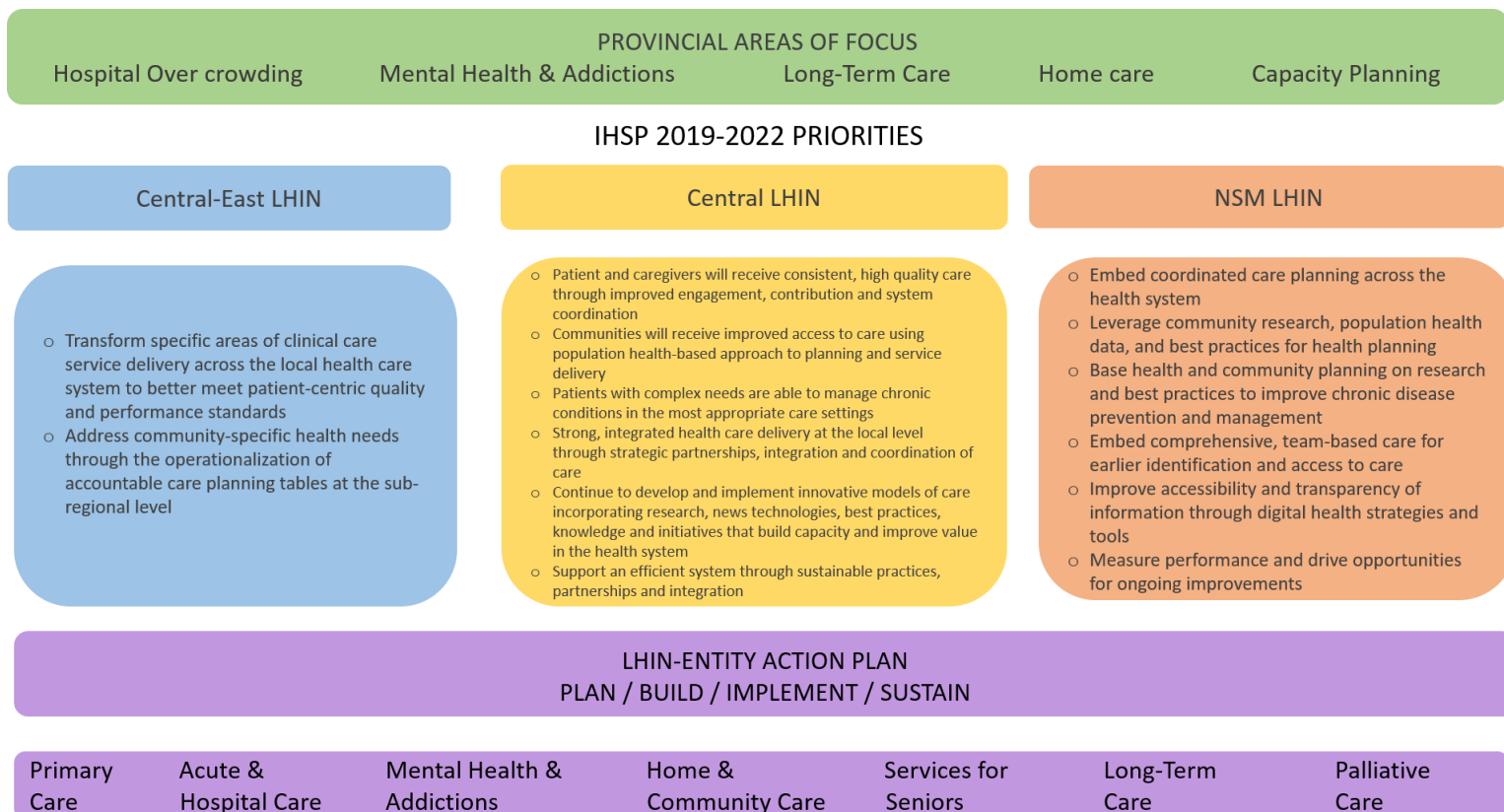
## JAP 2016-2019 Achievements

**FLHS JAP  
2016-19**

Provincial			
<b>FLS Provincial Working Group led by MOHLTC</b>	Guide to Requirements and Obligations relating to FLHS FLHS in Accountability Agreements FLHS Capacity Planning and FLHS Dashboard		
Systemic Actions			
	Central	Central East	NSM
Planning			
<b>Transformation and Integration</b>	8 sectoral planning tables Sub-region tables	10 sectoral planning tables Sub-region tables	8 sectoral planning tables Sub-region tables
<b>Data collection</b>	OZI – FLHS report Francophone demographic data -2016 census (infographics)		
<b>Accountability</b>	FLHS local obligations included in SAAs		
Engaging			
<b>Consult</b>	IHSP 5 development Sectoral Strategies (ex: dementia, palliative)		
<b>Inform</b>	The Healthline Three FLHS Forums		
Building			
<b>Active Offer Training</b>	70 participants FLHS module for LHIN staff- 700	18 participants	232 participants
<b>Patient Identification</b>	Tools to support Francophone patient identification		
<b>Capacity Building</b>	Microsite to support FLHS planning Community of practices / collaborative working tables		
Sustaining			
<b>Identification / Designation</b>	Identification of Black Creek (in progress)  Identification of Toronto North Support Services (in progress)	TAIBU Community Health Centre (CHC) identification	<ul style="list-style-type: none"> <li>• Partial designation Georgian Bay General Hospital (GBGH)</li> <li>• Chigamik Designation (submitted)</li> <li>• Hospice Huronia (in progress)</li> </ul>
<b>Priority sectors</b>	<b>Central</b>	<b>Central East</b>	<b>NSM</b>
<b>Primary Care and Chronic Disease Self-Management</b>	Navigation at Black Creek Expansion of Interprofessional primary care (IPC) Team Chronic Disease Prevention and Management (CDPM) Training	Nurse practitioner at TAIBU Intake worker at TAIBU Health promotion activities	Navigator at Chigamik Health Promoter 3 CHC collaboration Primary Care expansion in Barrie
<b>Mental Health and Addictions</b>	Outreach Worker at TNSS Mental Health First Aid Case Management at YSSN Cognitive Behavioral Therapy (CBT) program at TNSS	Cognitive Behavioral Therapy (CBT) program at TAIBU CHC Outreach worker at the Canadian Mental Health Association (CMHA) Durham Mental Health First Aid Training	Cognitive Behavioral Therapy (CBT) at Chigamik CHC Cognitive Behavioral Therapy (CBT) at CMHA south Simcoe Mental Health First Aid (MHFA) Training
<b>Seniors Services</b>	Dementia capacity planning	Outreach worker at Alzheimer Society Durham Expansion of Adult Day Program with Centre d'Accueil Héritage (CAH)	Dementia capacity planning
<b>Palliative care</b>	Participation in RPCN	Participation in RPCN	Participation in RPCN

## Alignment with Provincial Priorities and North Simcoe Muskoka, Central and Central-East LHIN 2019 – 22 IHSPs (IHSP 5)

As outlined in the following graph, the LEAP is aligned with provincial areas of focus identified by the MOHLTC as well as Central-East, Central and North Simcoe in their recently develop IHSPs.



## Francophone Community Engagement

Engaging our local francophone communities is an integral part of the LEAP and fosters broad community ownership of solutions. Entité 4 and its three partner LHINs are committed to engaging Francophone patients, caregivers and community members in the planning, building and delivery of FHLS in our regions.

When developing the LEAP, we took into consideration information gathered from the Francophone community through various consultation channels (French school boards, working tables...). On different occasions over the last three years, the LHINs and Entity 4 engaged with patients, caregivers, family members and healthcare professionals to better understand local francophone community needs and priorities. Community engagement sessions specifically targeted the Francophone community, as well as health services providers who serve these populations.

- IHSP 5 Francophone engagement sessions in Central, Central East and North Simcoe Muskoka
- Entité 4 forums – “Cap sur votre Santé” - in Ajax, Barrie and Vaughan
- Access to primary care services in French in North Simcoe Muskoka LHIN
- Mental health and addictions coordinated access in Central East LHIN
- Palliative care services in French being developed by Regional Palliative Care Networks
- Personal Support Services and Specialized Geriatric Services in North Simcoe Muskoka LHIN

- Dementia capacity planning in Central, Central East and North Simcoe Muskoka
- Adult day program expansion and home care services in Central East LHIN

The input and feedback received from the Francophone community in all three regions were consolidated to inform the development of our 2019-2022 LHIN Entity Action Plan (LEAP) and will shape future efforts to achieve the strategic objectives.

## LHIN Entity Action Plan (LEAP) Overview

The objectives outlined in this LEAP describe how Central/ Central East/North Simcoe Muskoka LHINs and Entité 4 will collaborate to improve access to FLHS. It has four strategic objectives:

- **Plan** the offer of French Language Health services
- **Build** health service provider French language services capacity
- **Implement** access to a continuum of health care services within priority sectors
- **Sustain** health services through identification and designation



**LEAP 2019-2022**  
**Entité 4 – Central, Central East and NSM LHINs**

Strategic Objectives	PLAN	BUILD	IMPLEMENT	SUSTAIN
	The Offer of French Language Health Services	Health Service Provider French Language services Capacity	Access to a continuum of health care services	Service Offer Over Time
Goals	<ul style="list-style-type: none"> <li>Ensure Francophone representation at various LHIN planning Tables</li> <li>Embed FLHS lens to strategy development</li> <li>Identify geographical and sectoral FLHS gaps and capacity</li> </ul>	<ul style="list-style-type: none"> <li>Provide individual support to HSPs</li> <li>Encourage Active offer of services via training</li> <li>Encourage HSPs to establish a standardize identification and satisfaction process for Francophone patients</li> <li>Foster collaboration between HSPs</li> </ul>	<ul style="list-style-type: none"> <li>Work with system partners to develop services, improve both access to quality health care services and patient experience</li> <li>Promote availability of services to Francophone community</li> </ul>	<ul style="list-style-type: none"> <li>Identify HSPs based on gap and capacity analysis</li> <li>Support HSPs seeking designation.</li> <li>Monitor progress and compliance with the FLS designation requirements</li> </ul>
Measures of Success	% of LHIN funded continuum with an FLS obligation	% of LHIN Funded HSPs who identify Francophone clients % of LHIN funded HSPs who capture client satisfaction re: FLHS	% of LHIN funded continuum with an FLS obligation	% average completion of designation requirements
Community Engagement	Engage and consult the Francophone community to identify gaps and plan for appropriate services	Involve Francophone patients in the design of service delivery models adapted to the local community	Collaborate with the francophone community to evaluate and improve access to services	Motivate and inform the Francophone community regarding HSP identification and designation
Priority Areas of Focus		<ul style="list-style-type: none"> <li>Primary Care</li> <li>Acute and Hospital Care</li> <li>Mental Health and Addictions (MH &amp; A)</li> <li>Home and Community Care (HCC)</li> <li>Services for Seniors</li> <li>Long Term Care</li> <li>End of Life and Palliative Care</li> </ul>		
Priority Populations		<ul style="list-style-type: none"> <li>Seniors</li> <li>Children, youth and their families</li> <li>Individuals with mental health or addiction challenges</li> <li>Newcomers</li> </ul>		
Enablers		<ul style="list-style-type: none"> <li>Sub-region planning</li> <li>Capacity planning</li> <li>Technology</li> </ul>		

LEAP Activities per Priority Areas of Focus

LEAP 2019-2022				
Entité 4 – Central, Central East and NSM LHINs				
Priority Sector	PLAN	BUILD	IMPLEMENT	SUSTAIN
ACTIVITIES				
<p><b>Primary Care (specifically in their capacity to support individuals living with chronic conditions)</b></p>	<ul style="list-style-type: none"> <li>Engage the Francophone community in designing linguistically appropriate primary care service delivery</li> <li>Review data from FLHS Capacity report and collaborate with health system partners and providers to identify primary care gaps in FLHS by sub-region</li> </ul>	<ul style="list-style-type: none"> <li>Encourage primary care providers to establish a standardized identification and satisfaction process for francophone patients</li> <li>Support Health Service Providers (HSPs) in identifying internal staff with French language capacity</li> <li>Provide training to encourage HSPs to apply the principle of Active Offer</li> <li>Provide tools and resources to support the development and implementation of French Language services</li> </ul>	<ul style="list-style-type: none"> <li>Partner with CHCs to expand primary care services at the sub-regional level</li> <li>Support the delivery of chronic disease prevention and self-management</li> <li>Increase collaboration between CHCs to optimize access to French Language Services</li> <li>Promote availability of primary care and health promotion services to Francophone community</li> </ul>	<ul style="list-style-type: none"> <li>Review FLHS Capacity report and HSPs FLHS annual reports and make recommendations for the identification of health service providers</li> <li>Monitor progress towards designation and compliance with requirements</li> </ul>
<p><b>Acute and Hospital Care</b></p>	<ul style="list-style-type: none"> <li>Review data from FLHS Capacity report and collaborate with health system partners and providers to identify FLHS gaps in hospital and acute care sector</li> </ul>	<ul style="list-style-type: none"> <li>Encourage hospitals to establish a standardized identification and satisfaction process for francophone patients</li> <li>Support Hospitals in identifying internal staff with French language capacity</li> <li>Provide tools and resources to support the development and implementation of French Language services</li> </ul>	<ul style="list-style-type: none"> <li>Partner with Hospitals to ensure French Language health Services lens within new “Integrated Care Delivery Models”</li> </ul>	<ul style="list-style-type: none"> <li>Monitor progress towards designation and compliance with requirements</li> </ul>

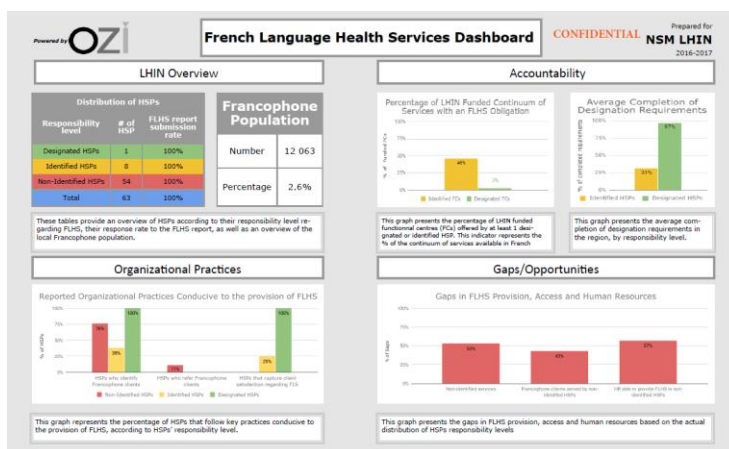
<b>Mental Health &amp; Addictions</b>	<ul style="list-style-type: none"> <li>• Perform a capacity and gap analysis of the MH&amp;A sector per LHIN and sub-region</li> <li>• Engage with Francophones and partner with LHIN MH&amp;A councils to act on services gaps</li> <li>• Inform the operationalizations of Provincial MH&amp;A strategy for FLHS, once released</li> <li>• Support planning and implementation of regional coordinated access models</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage mental health and addiction agencies to establish a standardized identification and satisfaction process for Francophone patients</li> <li>• Support mental health agencies in identifying internal staff with French Language capacity</li> <li>• Provide training to encourage HSPs to apply the principle of Active Offer</li> <li>• Provide tools and resources to support the development and implementation of French Language services</li> </ul>	<ul style="list-style-type: none"> <li>• Support the delivery of mental health promotion and case management services in French</li> <li>• Support expansion of Cognitive Behaviour Therapy (CBT) program in French</li> <li>• Support implementation of Youth Hub for the delivery of French language services</li> <li>• Promote availability of MH&amp;A services to Francophone community</li> </ul>	<ul style="list-style-type: none"> <li>• Review FLHS Capacity report and HSPs annual FLHS reports and make recommendations for the identification of health service providers</li> <li>• Support identified health service providers in progressing towards completing the designation requirements</li> </ul>
<b>Home &amp; Community Care</b>	<ul style="list-style-type: none"> <li>• Support LHIN FLHS committees to develop / implement strategies and policies to meet H&amp;CC obligations</li> <li>• Identify human resource (HR) capacity within HCC to provide services in French by sub-region, namely care coordination and clinical services</li> </ul>	<ul style="list-style-type: none"> <li>• Increase staff awareness on the LHIN obligations under the FLHS Act</li> <li>• Support HCC in establishing a standardized identification process for Francophone patients</li> <li>• Identify internal staff with FLHS capacity</li> <li>• Review communication materials including forms, documents and brochures to be made available in French</li> </ul>	<ul style="list-style-type: none"> <li>• Support linguistically appropriate service delivery by Service Provider Organisations (SPOs) to Francophones</li> <li>• Promote availability of home and community care services to Francophone community</li> </ul>	<ul style="list-style-type: none"> <li>• Support Home and Community Care to deliver service in accordance with the French Language Services Act and O.Reg. 284/11 concerning third parties</li> </ul>
<b>Services for Seniors</b>	<ul style="list-style-type: none"> <li>• Engage with the Francophone community to identify challenges faced by seniors when navigating the health care system</li> <li>• Perform a capacity and gap analysis of the Community Support Sector (CSS) per LHIN and sub-region</li> </ul>	<ul style="list-style-type: none"> <li>• Support CSS agencies in establishing a standardized identification and satisfaction process for Francophone patients</li> <li>• Identify internal staff with FLHS capacity within CSS agencies and support the development and implementation of a FLHS workplan.</li> </ul>	<ul style="list-style-type: none"> <li>• Partner with Specialized Geriatric Services to increase access to FLHS for Francophone patients and caregivers</li> <li>• Support implementation of memory clinics primarily focused on early identification, intervention and treatment</li> </ul>	<ul style="list-style-type: none"> <li>• Review FLHS plans submitted by CSS providers and make recommendations for identification</li> <li>• Support identified health service providers in working towards fulfilling designation requirements</li> </ul>

	<ul style="list-style-type: none"> <li>Inform the operationalization of the provincial dementia strategy for FLHS, once released</li> </ul>	<ul style="list-style-type: none"> <li>Provide training to encourage HSPs to apply the principle of Active Offer</li> </ul>	<ul style="list-style-type: none"> <li>Expand access to programs for frail seniors such as Adult Days programs and Fall Prevention workshops</li> <li>Promote availability of senior services to Francophone community</li> </ul>	
<b>Long-Term Care</b>	<ul style="list-style-type: none"> <li>Perform capacity and gap analysis of the Long-Term Care (LTC) sector per LHIN and sub-region</li> <li>Support integration and bed prioritization for Francophones when allocating long-term care beds</li> </ul>	<ul style="list-style-type: none"> <li>Support long-term care providers in applying the standardized identification process developed for Francophones by HCC</li> <li>Support long-term care providers in identifying internal staff capacity for FLHS</li> <li>Provide tools and resources to support the development and implementation of French Language services</li> <li>Provide training to encourage HSPs to apply the principle of Active Offer</li> </ul>	<ul style="list-style-type: none"> <li>Work with Long-Term Care Homes to increase access to LTC home beds with FLHS capacity for Francophones</li> <li>Explore with Long-Term Care Homes the “cluster” model</li> <li>Promote availability of long-term care services to Francophone community</li> </ul>	<ul style="list-style-type: none"> <li>Review FLHS plans submitted by LTC providers and make recommendations for identification</li> <li>Support identified Long-Term care homes in working towards designation</li> </ul>
<b>End of Life and Palliative Care</b>	<ul style="list-style-type: none"> <li>Support Regional Palliative Networks in analyzing data by sub-region and identifying FLHS capacity within existing palliative care services for Francophone</li> <li>Support integration of FLHS in residential Hospices and community palliative care</li> </ul>	<ul style="list-style-type: none"> <li>Support a palliative care centralized intake process to standardize the identification of Francophone patients</li> <li>Work with hospice and community palliative care to identify staff with FLHS</li> <li>Support the development and implementation of FLHS requirements</li> <li>Provide training to encourage HSPs to apply the principle of Active Offer</li> </ul>	<ul style="list-style-type: none"> <li>Support the delivery of palliative care services in French</li> </ul>	<ul style="list-style-type: none"> <li>Review French Language Services annual reports and make recommendations for identification</li> <li>Support identified health services providers in working towards fulfilling designation requirements</li> </ul>

## Performance Indicators

The MOHLTC recognizes the importance of data on FLHS capacity and has implemented OZI through the Réseau to conduct a province-wide analysis of Ontario's FLHS capacity. Results from capacity reports will inform planning decisions both at the MOHLTC and LHIN levels, with a view to enhancing FLHS capacity across the continuum of care, locally and provincially.

### EXAMPLE OF FLHS DASHBOARD



To measure progress in the delivery of this three-year strategy, we propose the following performance indicators. It is important to note that our four strategic objectives are interrelated, and it is therefore natural that certain performance indicators are the same for different strategic objectives.

**Plan:** This indicator measures the percentage of services available in French across the continuum of care and provides an overview of local capacity to support the decision-making process when planning or reviewing distribution of responsibility across all sub-regions and by sector.

**Build:** These indicators provide information on organizational practices conducive to the provision of FLHS. Identifying Francophone clients is a *sine qua non* condition for active offer of FLHS. If clients are not identified as Francophones, there are very few chances that they will be offered FLHS. The indicator associated with this goal also measures the number of HSPs who capture Francophone patient satisfaction.

**Access:** This indicator provides information on the availability and the permanence of quality health care services in French, which will improve patient experience and reinforce a patient-centred approach.

**Sustain:** This indicator looks at 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.

**Note:** The indicators used in this LEAP are the same as those outlined in the French Language Services Dashboards designed to allow LHINs to monitor their performance and provide direction on FLHS improvement.

## CONCLUSION

This strategy is a living document: it will evolve according to opportunities as they present themselves, and of course according to the healthcare system shift to address health inequities.

Achievement of goals outlined in this document is largely dependent on the level of collaboration between our three LHINs, their Health Service Providers and Entité 4. Success for all stakeholders concerned will rest on a true commitment to improving equitable access to health services in French.