



Your Health
Is in Your Hands.

2012-2013 ANNUAL REPORT



Entité 4

Engager • Collaborer • Réaliser

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Entité 4 is funded by the Ministry of Health and Long-Term Care (MOHLTC).

All views expressed are those of Entité 4 and do not necessarily reflect the views of the Local Health Integration Networks (LHINs) or the Government of Ontario.

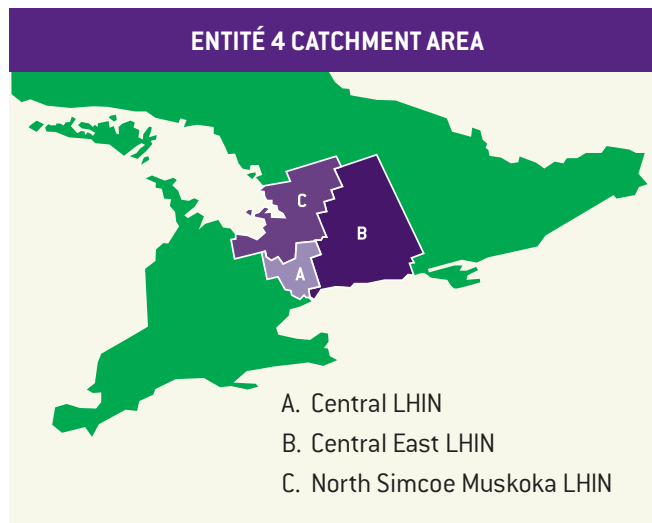
WHO ARE WE?

Our Mission

In order to improve access to French language health services, Entité 4 facilitates community engagement and provides innovative advice to the LHINs on planning, organizing and integrating diverse, high quality health care services.

Our Vision

Entité 4 is known for the quality of its recommendations which successfully meet the needs of the francophone community and contribute to the development of a health care system that provides high quality, cost-effective services.



Our Values

Innovation: Being **creative** and thinking outside the box to put forward **efficient models** for **organizing health care services**.

Integrity: Maintaining **consistency of thought, action** and **speech** and displaying **integrity** in the management of public funds.

Collaboration: Maintaining an **attitude of collaboration** with Entité 4's partners and associates; **cooperating** with the existing local health system will help **improve** community health and **access to services** in French.

Rigour: Maintaining **high standards of quality** and relying on **accurate data** so that Entité 4's **credibility** remains **indisputable**.

BOARD OF DIRECTORS

Entité 4 operates as a not-for-profit organization governed by an elected board of directors.

To ensure equal representation for the three LHINs serviced by Entité 4, the nine member, volunteer board is comprised of three directors appointed from the catchment area of each LHIN.

Central Region

Monique Patenaude	Réjean Sirois Vice-President	Dominique Janssens
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Central East Region

Manon Lemonde President	François Nono Treasurer	Cindy Zamiska Secretary
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North Simcoe Muskoka Region

Annick Brown	Marie-France Heikens	to be filled
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OUR TEAM

Dominique Auger, *Executive Director*

Lynda Rooke, *Administrative Assistant*

Marielle Rose, *Office Clerk*

Hermann Amon, *Planning Officer*

Christine Morrison, *Communications and Community Liaison Officer* (on leave)

Katalin Bagi, *Communications and Community Liaison Officer* (interim)



MESSAGE FROM THE CHAIR AND THE EXECUTIVE DIRECTOR



First concrete results for the community

2012-2013 was a great year for Entité 4: we achieved our first concrete results for Francophones in our territory. Thanks to the strong foundations we established last year, we are happy to report that significant progress was achieved.

Two events are noteworthy because they each had a direct impact on access to services in French: peer-leader training for the *Living a Healthy Life with Chronic Conditions* program, and the ensuing workshops delivered directly to the community, both given in French for the first time in our territory. Entité 4, with its partners, is happy to have been able to bring forth this change for the community it serves.

Entité 4 increased its presence in the community by attending schools during parent-teacher meetings, festivals and forums. We are proud of our new website and our electronic newsletter, Cap S@nté, which is sent quarterly to more than 400 people: they are important communication tools which allow us to keep our community informed and listen to their concerns.

At the beginning of fiscal year 2012-2013, we thought it important to outline our strategic plan for the following three years. After consultation with all Board members, employees, community members and partners, we are proud to include in this annual report our Strategic Orientations 2012-2015 which have guided our work throughout this year, and will continue to do so until 2015.

Perspectives

For the very first time, we accomplished something that had a direct impact on improving health services in French. We also learned a great deal from this success. The Chronic Disease Self-Management workshops in French confirmed our conviction that not only are we responsible for advising the LHINs, but our collaboration with health service providers is of the utmost importance in the implementation of our recommendations and to help providers develop their capacity to offer services in French.

In 2013-2014, we expect to produce tangible results in such sectors as care for seniors, chronic disease management, and realize important advances in mental health. Sustainability of our achievements up to now and in the future will present the greatest challenge. Designation of health service providers will thus be in our sights over the next few years. We will continue to collaborate with other French Language Health Planning Entities in Ontario to ensure progress is consistent and efficient in health planning for the francophone community at the provincial level.

In closing, we wish to thank our Board of Directors, the members of our team and all our partners for their involvement. Their accessibility, skills, knowledge, and determination support and contribute to Entité 4's success and influence. Without them, we could not accomplish our mission.

Manon Lemonde, I.A., PhD
President

Dominique Auger, M.O.A., D.S.A.
Executive Director

OUR 2012-2015 STRATEGIC ORIENTATIONS



Strategic orientations are the main directions, desired outcomes and strategies guiding Entité 4 until 2015. All decisions and plans will be based on these guiding principles.



HIGHLIGHTS OF 2012-2013



Here are some of our achievements in 2012-2013. They are a testament to Entité 4's vitality and drive.

Approval

Approval of our 2012-2015 Strategic Orientations

88% of the **recommendations** made to our LHINs have been fully, partially or are in the process of being **implemented**

5 ongoing **projects in partnership** with **8 different** health service providers:

- Chronic Disease Self-Management
- Pavillon Omer Deslauriers at Bendale Acres – Long-Term Care
- Adult Day and Homemaking programs – Community Services for Seniors
- Youth Mental Health
- Mental Health Continuum for francophone adults

Meetings with **82** health service providers

47 informal **partnerships** with francophone **community organizations**

Active ongoing participation in the Regroupement des entités de planification des services de santé en français de l'Ontario

40 community engagement activities, 2 of which were large **francophone festivals**

Launch of our bilingual website www.entite4.ca

Electronic newsletter **Cap S@nté**

9 different **training sessions** for our Board and our employees

Set-up of a **database**

A DIVERSE AND THRIVING COMMUNITY

Who are the Francophones in Ontario?

Data from the 2011 census indicates that Francophones in Ontario now number 611,500 according to the Inclusive Definition of Francophone adopted by the province in 2009. By comparison, this represents an increase of 4.9% from 582,695 Francophones living in Ontario in 2006. However, Franco-Ontarians still represent 4.8% of the overall population of the province, which is unchanged from 2006 mostly because of the overall increase in Ontario's population.

Franco-Ontarians form a mostly urban community. In 2011, slightly over a quarter of Franco-Ontarians lived in Ottawa, and almost 10% in Toronto. The Greater Toronto Area, a small portion of which is in Entité 4's catchment area, has seen the largest increase in Francophones between 2006 and 2011.¹ Also, it is estimated that in 2020, close to half of the francophone population of Ontario will be living in the GTA and southwestern part of the province.²

The francophone community of Ontario is composed mainly of individuals born in Ontario, in other regions of Canada and, increasingly, of francophone newcomers from Europe, Africa, Asia and the Middle East. Approximately two francophone immigrants out of 5 who are part of a visible minority are born in Africa (41.2%), one out of four is from Asia (23.2%), and a significant proportion comes from the Caribbean and the Middle East.³

The catchment area covered by Entité 4 boasts many thriving ethnic communities as well as one of the oldest francophone populations of Ontario, that of the North Simcoe Muskoka LHIN. This rich diversity is one of the many contributing factors to the vitality and complexity which characterizes the francophone population within our territory.

Living healthy in a linguistic minority situation

In 2005, the Public Health Research, Education and Development Program published its *Second Report on the Health of Francophones in Ontario*. This study noted that, comparatively to the English-speaking population, Francophones have:

- a higher incidence of cardiac diseases
- a perception that their general state of health is not as good
- stated that they often require help to accomplish at least one daily activity

Furthermore, many studies indicate that language barriers can have the following consequences:

- increased length of medical consultations⁴
- higher probability of using numerous diagnostic tests⁵
- increased risk of errors in diagnosis and treatment⁶
- lesser use of health services for preventative purposes⁷
- reduced adherence to treatment plan⁸

¹ Census data from 2011 according to the inclusive definition of francophone [2013]. Office of Francophone Affairs. <http://www.ofa.gov.on.ca/fr/franco-recensement-2011.html> [Retrieved April 27, 2013]

² *Moving Forward (2013)*. Committee of experts in French-language post-secondary education in the Central and South-West regions of Ontario. <http://www.tcu.gov.on.ca/eng/postsecondary/schoolsprograms/MovingForward.pdf> [Retrieved April 30, 2013]

³ Profile of the francophone community of Ontario [2009] based on the 2006 Census with the Inclusive Definition of Francophone. OFA. http://www.gov.on.ca/fr/communities/francophones/profile/ONT05_024298.html [Retrieved April 27, 2013]

⁴ Kravitz, R.L. et al. *Comparing the Use of Physician Time and Health Care Resources Among Patients Speaking English, Spanish, and Russian*. *Medical Care*, 2000: 38(7).

⁵ Hampers, L.C. et al. *Language Barriers and Resource Utilization in a Pediatric Emergency Department*. *American Academy of Pediatrics*, 1999: 103(6)

⁶ Flores G. et al. *Errors in Medical Interpretation and their Potential Clinical Consequences in pediatric encounters*. *Pediatrics*, 2003: 111(1)

⁷ Woloshin, Steven et al. *Is language a Barrier to the Use of Preventive Services?* *J Gen Intern Med*, 1997: 12:472-477

⁸ Karter, A.J. et al. *Self-monitoring of Blood Glucose: Language and Financial Barriers in a managed care population with diabetes*. *Diabetes Care*, 2000: 23(4).

Language barriers also have an impact on the patient's personal experience within the health system. Many Francophones living in a linguistic minority context have stated the following:

- they received incorrect treatment;
- they signed consent forms without being fully informed;
- they felt ignored by health professionals;
- they felt powerless, disoriented and stressed;
- they had to resort to non-verbal communication to be understood.⁹

Linguistic barriers contribute to decreasing quality of care and patient satisfaction, as well as increasing costs to the system. Entité 4 makes recommendations to LHINs of its territory in order to provide Francophones with quality services within an efficient health care system centered on the patient.

Designated Areas, Designated and Identified Agencies

Entité 4's catchment area includes five areas designated under the *French Language Services Act* (1986).

Central LHIN	North York (City of Toronto)
Central East LHIN	Scarborough (City of Toronto)
North Simcoe Muskoka LHIN	Township of Essa Township of Tiny Town of Penetanguishene

Designated Agencies

North Simcoe Muskoka LHIN

- Beechwood Private Hospital
- Georgian Bay General Hospital – Penetanguishene site (partial designation)

Identified Agencies

Central LHIN

- North York General Hospital
- St. John's Rehab Hospital
- Southlake Regional Health Centre

Central East LHIN

- Bendale Acres, Pavillon Omer Deslauriers

North Simcoe Muskoka LHIN

- Georgian Bay General Hospital – Midland site
- Georgian Manor
- Mental Health & Addiction Services of Simcoe County
- Royal Victoria Regional Health Centre
- Royal Victoria Hospital (Mental Health and Addictions Program)
- Soldiers' Memorial Hospital (dialysis and specialized pediatrics)
- Waypoint Centre for Mental Health
- Wendat – Community Psychiatric Support Program

Community Care Access Centres (CCAC)*

Central LHIN

- Central CCAC

Central East LHIN

- Central East CCAC

North Simcoe Muskoka LHIN

- North Simcoe Muskoka CCAC

*Although CCACs cannot be designated under the *French Language Services Act*, they are able to plan and provide quality services in French.

⁹ Zanchetta, M. S., Kaszap, M., Mohamed, M., Racine, L., Maheu, C., Masny, D., Cèsar, I., Maltais, C., Sangwa-Lugoma, G., Lussiers, N. et Kinsliikh, D. (2012). *Construction of Francophone families' health literacy in a linguistic minority situation*. *Alterstice*, 2(2), 47-62.

PROVIDING QUALITY RECOMMENDATIONS LEADING TO CONCRETE RESULTS



Strategic Outcome: The LHINs recognize the pertinence of Entité 4's recommendations and facilitate their implementation.

A quality recommendation must be based on thorough understanding of the following: needs of the community, orientations of the health system, and best practices regarding offering services to Francophones who live in a minority situation. Change can only occur if recommendations are pertinent and health service providers responsible for offering services in French receive appropriate support.

In 2012-2013

We obtained our first concrete result in terms of improving access to quality health services in French.

This year, **common priorities of Entité 4 and its LHINs** were established as follows:

1. Improve quality of life for Francophones living with a chronic disease
2. Improve the state of mental health in young Francophones, and decrease drug addiction
3. Improve access to the right services, at the right place, at the right time to avoid unnecessary hospital stays
4. Collect data on utilization of health services by the francophone community.

We are very pleased to report that 88% of the recommendations made by Entité 4 linked to these priorities have either been partially, fully or are in the process of being implemented by our LHINs. In fact, one of these recommendations led to the first project concretely improving access to health services for Francophones: *Living a Healthy Life with Chronic Conditions* workshops in French.

"The Central East LHIN Self-Management Program was very pleased to partner with Entité 4 to run our first French Living a Healthy Life with Chronic Conditions workshop in the Central East. We believe the resounding success of the workshop will have long term benefits for the francophone community and will open avenues to provide more self-management education. We wish to extend our appreciation to the entire Entité 4 team for their priceless support to our program."

– NATASHA BECKLES, Temporary Senior Manager of the CE LHIN Self-Management Program

1. Improve quality of life for Francophones living with a chronic disease

Entité 4 worked with many of its partners to offer workshops on chronic disease self-management, previously unavailable in French across its catchment area.

Self-management includes all activities or actions which inform patients on their condition and encourage them to participate actively in their treatment. This self-management program, developed by the *Stanford University Centre for Patient Education*, was selected because it is in use in Canada and is becoming the program of choice for this type of health issue.



Peer-leaders trained in
September 2012

"I was happy to take the Chronic Disease Self-Management Training and the Peer-leader Training in French. These workshops really contributed to my personal and professional development. I believe that this type of initiative should be made available to the francophone community more frequently in the Greater Toronto Area."

– ERLINE GERMAIN, *peer-leader facilitator*

PAVING THE WAY: SEVEN PEER-LEADERS TRAINED IN SEPTEMBER 2012

According to the chosen model, two facilitators lead a small group of participants who meet for 2.5 hours once a week over a six-week period.

Initially, it was important to develop capacity to deliver these workshops by training volunteers (peer-leaders) who themselves live with a chronic condition. Thanks to the sustained efforts of *Central-East Community Care Access Centre (CCAC)*, *South Georgian Bay Community Health Centre (CHC)*, *Centre de santé communautaire CHIGAMIK Community Health Centre* and *Southlake Regional Health Centre*, the **Peer-leader Training** took place in September 2012. Seven Francophones successfully completed the program with the required knowledge and capabilities to start offering the *Living a Healthy Life with Chronic Conditions* workshop in various locations throughout our territory during 2013.



A group of participants with some of the organizers of the workshops held in March 2013

"This workshop was essential to taking charge of my chronic condition. Moreover, being able to share this experience in French with other individuals as facilitator brought out my social side."

– NANCY TSHIBOLA, *workshop facilitator*

FIRST RESULTS: TWELVE FRANCOPHONES HAVE SUCCESSFULLY COMPLETED THE SELF-MANAGEMENT WORKSHOP

Inspired by the success of the Peer-Leader Training, we were eager to undertake the second step in the process: collaborate with the *Central-East CCAC* to organize the first series of workshops in French in that territory.

Two other organizations contributed to the success of this endeavour. *Bendale Acres* offered a space where the workshops could be held, and *Kay Créole d'Entraide et de Services Professionnels* actively promoted this activity within the francophone community it serves.

The workshops were a great success and now, **twelve French-speaking individuals are better equipped** to handle their chronic condition!



The peer-leaders trained in 2012 facilitate the workshops in March 2013

"I was personally enlightened by techniques so simple to use to help living with a chronic illness. The experiences of other participants really impressed me and I was very touched to learn that there are people like me whose life includes intense daily pain. I would appreciate Entité 4's contribution to offering these workshops on a regular basis in the francophone community because many of us live with such conditions without knowing how to manage them."

– JEAN, workshop participant

Entité 4 is pleased that the seeds sown last year have provided concrete results to the francophone community in 2012-2013.

In 2013-2014

Entité 4 will expand this program so that other francophone communities of its territory can benefit from the workshops.

2. Improve the state of mental health in young Francophones and decrease drug addiction

Mental health issues and drug addiction profoundly affect the lives of those who are afflicted as well as their loved ones who can see their suffering. In 2011, the Government of Ontario announced its *Open Minds, Healthy Minds* strategy to start addressing these issues.

Language barriers pose a particular problem in this area, as assessment, treatment and recovery rest largely on communication between the individual seeking treatment and the health professional.

FOR YOUNG FRANCOPHONES

The first three years of the *Open Minds, Health Minds* provincial strategy is focused on children and youth. Early screening and treatment are of capital importance, since mental health problems can appear at an early age and often have long-term consequences.

In order to make sure that the needs of Francophones are taken into consideration when implementing this strategy, representatives from all six French Language Health Planning Entities (FLHPEs) sit on two committees established by the MOHLTC specifically for this initiative:

- **Mental Health and Addiction Nurses in District School Boards Programs Provincial Reference Group**
- **Provincial Advisory Group on Collaborative Mental Health and Addiction Services**

Moreover, Entité 4 is part of two **collaborative committees**, one in **Simcoe-Muskoka** and the other in **Durham Region**. These collaboratives were established within the *Open Minds, Healthy Minds* strategy under the leadership of the *Centre for Addiction and Mental Health* (CAMH). The main objective of each regional project is to identify and implement means to improve services offered to youth experiencing mental health issues in that area.

Due to Entité 4's presence as well as the involvement of other francophone partners, combined with support from the ministries concerned and CAMH, the needs of the francophone community are being recognized and included in the development of these projects. For example, the Simcoe-Muskoka collaborative has set up a francophone workgroup to identify the best ways to implement their project within our community.

FOR FRANCOPHONE ADULTS

Always bearing in mind the further development of services in French, Entité 4 has posed the following question: what would a **Care Continuum** look like for francophone adults experiencing mental health issues? By answering this question and by developing a vision for such a Care Continuum, Entité 4 will be in a better position to make recommendations to its LHINs for development of services in this sector.

In order to gain a more global perspective on existing Mental Health and Addictions Care Continuums, Entité 4 sits on the **French Language Mental Health & Addiction Services Network of Toronto**. Other members of this committee come from CAMH, various health service providers able to offer services in French, GTA LHINs, as well as other FLHPEs. In April 2012, this committee held the *Forum francophone sur la santé mentale et les dépendances: Parlons-en!*, and Entité 4 was very proud to participate.

This year, Entité 4 gave the following mandate to a small research team:

- Identify recent national, provincial and regional strategies in the mental health sector
- Identify mental health service providers able to or interested in providing services in French within our territory, and
- Meet with front line professionals as well as francophone health system users in order to understand the challenges they face.

Thanks to the support of our LHINS, more than 80% of mental health service providers in each catchment area have participated in this project.

In 2013-2014

We will proceed with a detailed analysis of the information gathered and consult with key stakeholders to allow us to proceed with a recommendation to our LHINs for the development of a Care Continuum for francophone adults with mental health issues.

3. The Right Care, at the Right Place and at the Right Time

Two of the main objectives set by the MOHLTC as well as the LHINs are: develop the offer of services as close as possible to the communities they serve, and foster a culture of care centered on the needs of the patients and their families. Entité 4 participates in various initiatives and projects to help achieve these objectives, many of which concern francophone seniors.

PAVILLON OMER DESLAURIERS: LONG-TERM CARE IN FRENCH

Bendale Acres is 302-bed long-term care facility, with a 37-bed wing for Francophones: **Pavillon Omer Deslauriers**. Although staff is bilingual (in French and English) and can offer care in the resident's language of choice, between 3 and 5 of those 37 beds are generally occupied by Francophones.



Bilingual staff at Pavillon Omer Deslauriers, a francophone resident (centre) and Sylvie Lavoie of the H el ne Tremblay-Lavoie Foundation (seated to the right)

In order to increase the number of francophone seniors occupying these beds, Entit  4, with the collaboration of the *Central* and *Central-East LHINs*, *Refl t Salv o* and the *H el ne Tremblay-Lavoie Foundation*, has put in place a committee on which other LHINs and CCACs from the Greater Toronto Area were invited to sit. This constructive discussion with our partners helped identify four focus areas which could contribute to increase the number of Francophones occupying these beds.

In 2013-2014

For each of these focus areas, specific means of action have been identified and will be implemented in 2013-2014.

"We are pleased to collaborate with Entit  4 towards giving Francophones priority access to available beds at Pavillon Omer Deslauriers of Bendale Acres in Toronto. Over and above its enthusiasm and dedication to this project, Entit  4 brings a deep understanding of issues faced by Francophones when dealing with health matters."

– JEAN ROY, *Chairman of the H el ne Tremblay-Lavoie Foundation*

MEMORY CENTRE

Glendon College at York University presented Entité 4 with a very interesting idea: a memory centre for francophone seniors. The main goal of this project would be to identify francophone seniors experiencing mild memory difficulties and take action to prolong their autonomy. Entité 4 has put together a workgroup to analyze the feasibility of such a program. Along with Entité 4 and *Glendon College*, this committee is composed of many partners in seniors' care from the Greater Toronto Area.

In 2013-2014

We will continue this feasibility study with our various partners to find the best implementation strategies for this program.

COMMUNITY SERVICES FOR SENIORS IN DURHAM REGION

Entité 4 is working in close collaboration with *Les Centres d'Accueil Héritage* (CAH), *ACFO Durham-Peterborough* and *L'Amicale* on a needs analysis for an **Adult Day Program** and a **Homemaking Program** in Oshawa for francophone seniors living in Durham Region. This project responds directly to the first need expressed by that community to Entité 4 during community consultations held in 2011-2012.

The objective of the Adult Day Program is to offer services in French to seniors from that area experiencing some level of difficulty or who are limited physically or cognitively.

The Homemaking Program is designed to offer domestic services such as light housework, laundry, light meals, errands and accompaniment to appointments for seniors who experience cognitive or physical difficulties.

In 2013-2014

Entité 4 will use this study as the basis for its recommendation to its LHINs regarding these services.

4. Collecting Meaningful Data

Few statistics exist on the state of health of Francophones in Ontario and on their utilization of the health system. Obtaining data specific to the francophone communities within its territory is essential for Entité 4 to gain knowledge regarding needs and habits in matters of health, which will in turn allow it to fulfill its role in the planning of health services and issuing quality recommendations.

This challenge is shared with the other FLHPEs, as the lack of meaningful data is consistent across the province. Rather than working on this issue at the local level, the six FLHPEs have chosen to join their efforts in this regard and have given this mandate to the *Réseau des services de santé en français de l'Est de l'Ontario* who is the lead on this issue.

In 2013-2014

This collaborative effort from all six entities will continue to ensure progress on this important provincial issue.

LISTENING AND INFORMING TO ENGAGE OUR COMMUNITY



Strategic Outcome: The community contributes, in various manners, to the achievement of Entité 4's mandate.

An open dialogue with the francophone communities of its catchment area allows Entité 4 to be informed on needs and priorities in matters of health, thus fueling basis for our recommendations.

We help Francophones better navigate the health system by keeping them informed and fostering discussions on available services in French and the impact of language barriers on health matters.

Involvement on the part of the community will only happen through this open dialogue and is essential to the fulfillment of our mandate. We exist for the community and, in collaboration with its members, we will continue on the journey to change.

In 2012-2013

Entité 4 established relationships with members of the community and francophone organizations by being present where the francophone community gathers.



Our booth at the Festival du Loup

Entité 4: visible and involved in the community

We were grateful to obtain full support of *Conseil scolaire de district catholique Centre-Sud* (CSDCCS) and *Conseil scolaire Viamonde* to visit **French schools** in our territory during such events as an “open-house” or parent-teacher evenings. This allows us to explain our mandate and present our projects to members of the community, while listening closely to their needs regarding health services in French. Within the framework of our community engagement plan, our team has attended a total of 17 French schools between September 2012 and March 2013.

“Representatives of Entité 4 were present at all of our open houses in the schools of its territory. Their team informed parents and staff of their various initiatives to help plan and promote health services in French. We are grateful for Entité 4's efforts in creating links with the community.”

– ADOLPHINE MUKAMANZI, *Community Relations Officer of Conseil scolaire de district catholique Centre-Sud*

“Receiving health care services in French contributes to living fully and thriving in French. By attending our school events, Entité 4 provides important information to staff and families about services available in French and encourages them to use it.”

– SERGE PAUL, *Community Liaison Officer of Conseil scolaire Viamonde*

During the summer of 2012, we also participated in the **Franco-Fête** in Toronto and the **Festival du Loup** in Lafontaine. These public events, which are very popular with their respective communities, celebrate our culture at large. Many people visited our kiosks where we promoted our projects and were happy to engage in conversation with members of the francophone community.

Entité 4 invited the francophone community of North Simcoe Muskoka to a small **brunch in June 2012** at the Villageois in Lafontaine, where the *North Simcoe Muskoka LHIN* strategies on services for seniors were discussed.

The *Hélène Tremblay-Lavoie Foundation*, along with Entité 4 and various other francophone organizations, planned a **special evening for French-speaking physicians** in the Greater Toronto Area in August 2012. This event was held at the *Thompson-Landry gallery* in downtown Toronto during the *Gaïa* exhibition featuring pictures taken from space by Guy Laliberté. This networking opportunity allowed us to inform health professionals on services available to francophone seniors, as well as shortcomings in this area.

Kay Créole d'Entraide et de Services Professionnels, a community organization for French-speaking immigrants from various ethno-cultural groups, held a **Forum on health and well-being**. Entité 4 was pleased to participate in this event where we discussed, amongst our various projects, the Chronic Disease Self-Management workshops. The Forum participants were pleased with our presentation, and many of them proceeded to register for the *Living a Healthy Life with Chronic Conditions* program offered in French.



(Left to right) Louise Gauvreau, *Office of Francophone Affairs*; Daniel Zbacnik, *Chair of Réseau franco-santé du Sud de l'Ontario*; Sylvie Lavoie, *President of the Hélène Tremblay-Lavoie Foundation*; Dominique Auger, *Executive Director of Entité 4*; Jean Roy, *Chair of the Hélène Tremblay-Lavoie Foundation*

"In my opinion, my personal collaboration, and more particularly that of Kay Créole with Entité 4 is a real asset for the community and francophone immigrant families of various ethnic and cultural backgrounds in the Scarborough area. The first two joint efforts were very successful: Entité 4's presentation during the Forum sur la santé et le bien-être de la famille held from February 15 to 17, 2013, and the participation of Kay Créole students and members to the first chronic disease self-management workshop organized by Entité 4."

– MARLÈNE THÉLUSMA RÉMY, *President of Kay Créole d'Entraide et de Services Professionnels*

The community gets involved

We actively encouraged Francophones from our territory to provide their input in various consultations being held at national and provincials levels, offering them the opportunity to express themselves on what it means to be part of a linguistic minority, such as the pan-Canadian study on renewal of the **Roadmap for Canada’s Linguistic Duality** held in May 2012 and the **Ontario Health Study**, the latter being a research project offering an opportunity to demonstrate the health impacts of living in a linguistic minority situation.

At the local level, we urged the francophone community to participate in various consultations and surveys held by the *Central, Central-East* and *North Simcoe Muskoka LHINs* during the elaboration of their **Integrated Health Services Plans (IHSP) 2013-2016**. Five regional meetings were held by the three LHINs in collaboration with Entité 4, following which we provided the LHINs with our recommendations for each IHSP. Our team takes each opportunity, whether official or more casual, to gain a deeper understanding of the communities we serve, and to urge Francophones to make their opinions known regarding planning of health services. Thanks to these various initiatives, we have met with more than 400 members of the francophone community during the past year, and have established continued relations with the various associations which represent them in our territory.

Our website: a great source of information

Entité 4 launched its **brand new, bilingual website, www.entite4.ca** in May 2012. We are continually striving to perfect its contents to keep it useful and pertinent for all users in our territory. Our site is meant to be a treasure trove of information when it comes to health services in French in the area. A great deal of information can be easily found on health service providers, as well as which of them are designated or identified to offer services in French.



"I think other web site proprietors should take this site as a model; very clean and magnificent style and design, let alone the content. You are an expert in this topic!"

– SPONTANEOUS COMMENT FROM A COMMUNITY MEMBER ON OUR WEBSITE

Recently, we added a great feature to our site: **maps** indicating where French-speaking physicians can be found in all three LHIN territories. These maps allow the user to find at a glance a family physician or a specialist who speaks French, with all the necessary contact information.

Our electronic newsletter, **Cap S@nté**, was also launched in 2012. It is sent to more than 400 subscribers quarterly. Cap S@nté provides updates on our various projects and informs the public on what is going on regarding health services in French in our regions.

In 2013-2014

We will continue this important dialogue through these various means of communication, and we intend to continue attending schools as well as other venues where Francophones gather.

COLLABORATE WITH OUR PARTNERS TO ACHIEVE COMMON GOALS



Strategic Outcome: Dynamic relationships with key stakeholders facilitate the development of partnerships.

Entité 4 will only be able to fulfill its mandate by establishing a close collaborative relationship with key stakeholders in the health system: its LHINs and health service providers. As well, collaboration with other French Language Health Planning Entities (FLHPEs) and various francophone health partners is essential for efforts and resources to be concerted.

In 2012-2013

We have strengthened our relationships with key stakeholders and francophone organizations in the health sector.

Relationship building with key stakeholders

INTERACTING WITH OUR LHINS

The **Liaison Committee**: Entité 4 and its three LHINs created this formal mechanism to keep involved parties informed on the progress of our Joint Action Plan. This plan, devised and adopted by the Committee yearly, establishes priority areas, specific objectives, joint actions and expected results regarding health services for Francophones in all three LHIN territories.

Additionally, our planning officers maintain an ongoing dialogue with each of the **French Language Services Coordinators** on common projects, and ensure liaison with the **appropriate project leads in each LHIN**.

“There is no doubt that partnerships focused on the health needs of our population can enhance an optimal integration of our health system and the well-being of the Francophone communities through tangible results. As a French Language Services Coordinator, I am pleased that Central East LHIN and Entité 4 have been working in this direction and assume their responsibilities, while showing a measurable collaboration that allowed us to achieve all the results of our 2012-2013 Joint Action Plan. The Central East LHIN and Entité 4 will continue their future collaboration on this same path.”

– DIEUFERT BELLOT, French Language Services Coordinator – Central East LHIN

INTERACTING WITH THE HEALTH SERVICE PROVIDERS

During this fiscal year, we met with 82 health service providers across our territory. The main goal at that point was to provide information on our mandate, our priorities and our projects, as well as gain some insight as to their capacity or desire to offer services in French.

Entité 4 established close working relationships with **eight health service providers** who are directly involved in some of our priority projects.

Project	Partners
Chronic Disease Self-Management Program	Central East CCAC Central East LHIN Central LHIN CHIGAMIK Community Health Centre NSM LHIN South Georgian Bay Community Health Centre Southlake Regional Health Centre
Pavillon Omer Deslauriers at Bendale Acres – Long-Term Care	Bendale Acres (City of Toronto) Central CCAC Central East CCAC Central East LHIN Central LHIN Glendon College Hélène Tremblay-Lavoie Foundation Mississauga Halton LHIN NSM LHIN Reflet Salvéo Toronto Central CCAC
Adult Day Program and Homemaking Program – community services for seniors	ACFO Durham-Peterborough L'Amicale Les Centres d'Accueil Héritage (CAH)
Youth Mental Health – Mental Health and Addiction Nurses in District School Boards Programs	Conseil scolaire de district catholique Centre-Sud Conseil scolaire Viamonde Conseil scolaire de district des écoles catholiques du Sud-Ouest Entité Érié St. Clair/Sud-Ouest Entité ² Reflet Salvéo Toronto Central CCAC
Mental Health Continuum for Adults	Partners to be selected amongst the 49 mental health service providers with whom we met in 2012-2013

“Entité 4 has been a wonderful support in helping Circle of Care begin its implementation of more comprehensive French language services. At Circle of Care, we provide home health care and community supports to frail seniors in the Toronto area. Entité 4 shared some valuable suggestions on how to promote services we can provide in French so that francophone clients know how we can best meet their needs.”

– LISA LEVIN, VP, Communications and Development at Circle of Care

“Providing culturally-relevant, holistic primary health care services in French is of paramount concern to CSC CHIGAMIK CHC. We view our collaborative partnership, with Entité 4, to be central to the effective delivery of these services to Francophone communities throughout our region. For example, we are collaborating with Entité 4 to deliver a Chronic Disease Self-Management program that is available in French.”

– DAVID JEFFERY, Executive Director of CSC CHIGAMIK CHC

Entité 4 sits on many committees to obtain a better understanding of the health system and to sensitize key stakeholders to the needs of Francophones and the impact of language barriers:

- Comité francophone du programme COMPASS (*Community Partners with Schools*)
- North Simcoe Muskoka Alternate Level of Care (ALC) Project Steering Committee
- Central LHIN Behavioral Support Ontario (BSO) Advisory Committee
- French Language Mental Health & Addiction Services Network of Toronto / *Comité du Réseau des services de toxicomanie et de santé mentale en français de Toronto*
- Simcoe-Muskoka Service Collaborative
- Durham Region Service Collaborative
- Mental Health & Addiction Council of North Simcoe Muskoka LHIN

In 2013-2014

We will continue our networking and collaboration activities with our partners within the health system.

Coordination Table of Provincial Partners

Since their creation, all six French Language Health Planning Entities in Ontario have worked together towards the same goal: improve access to health services in French throughout the province. Although each entity is unique as to its vision and priorities, the spirit of collaboration which exists between them fosters the sharing of ideas and best practices, and creates a learning opportunity from the experiences of others.

This collaboration became more formal once the **Regroupement des entités de planification des services de santé en français de l'Ontario** was created. The *Regroupement* develops common principles and positions to advance French language services in a cohesive and efficient manner across Ontario.

Each entity is represented by its Executive Director at regularly held meetings. In addition, members of each Governing Board meet once or twice a year to take stock of progress achieved and discuss provincial issues which could affect fulfillment of the common goals.

The *Regroupement* put together a Work Plan in 2012-2013 on which all entities would collaborate. This plan outlines specific objectives and expected results at the provincial level.

This type of close cooperation on a more global level has allowed the group to identify which of its representatives would sit on **provincial committees**. In 2012-2013, the *Regroupement* was represented at the following tables:

- Mental Health and Addiction Nurses in District School Boards Program Provincial Reference Group
- Advisory Committee on the Implementation of Service Collaboratives
- Provincial Leadership Council for French Language Services, Ontario Hospital Association

“Entité 4 holds a prominent position with provincial partners and contributes in a very positive way to the Regroupement. Always on the lookout for developments in the health sector, Entité 4 targets projects which foster relationships with key stakeholders and improve access to health services in French.”

– DIANE LAVALLÉE, *Provincial Support – Regroupement*

The *Regroupement* can also assert the needs of Francophones in the development of provincial strategies in the health sector. For example, it took part in the consultations held by Dr. Samir Sinha in connection with the development of a Seniors Strategy to provide better care to Ontarian seniors. Their collective presentation in December 2012 brought the needs of francophone seniors to the forefront and suggested measures on improving access to a range of services to ensure their well-being. We were pleased to see the *Living Longer, Living Well* report subsequently published in January 2013, acknowledging the role of the FLHPEs and recommending to the provincial government and the LHINs continued involvement on their part in the upcoming implementation of this strategy.

To further increase collaboration and efficiency regarding French language health services, efforts did not stop at the *Regroupement* level. *L'Alliance des Réseaux*, which encompasses four organizations involved in French health services funded by the federal government, and the *Regroupement* held their **first joint forum** in March 2013. Members from each governing Board and Executive Directors met formally for the first time to establish guidelines for working together and identify possible joint actions.

In 2013-2014

We will continue to play an active role within the *Regroupement* and will continue to foster collaboration between *l'Alliance des réseaux* and other relevant provincial partners involved in the health of Francophones.



Board Members and Executive Directors of the *Regroupement des Entités* and the *Alliance des Réseaux*

We also participated in many regional and provincial conferences:

- Francophone Forum on Mental Health & Addictions: Parlons-en!
- Care Connections Spring Forum of the North Simcoe Muskoka LHIN
- Conference of the Ontario Association of Community Care Access Centres
- Symposium of the Consortium national de formation en santé (CNFS)
- Forum of the Institute for Clinical Evaluative Sciences (ICES)
- Ontario Hospital Association HealthAchieve 2012
- 6^e Rendez-vous de la Société Santé en français
- Carrefour Santé 2012
- Towards Canadian Health Equity Standards Symposium
- Regional Francophone Forum in Penetanguishene

PERFORM BETTER TO SERVE BETTER



Strategic Outcome: Staff and Board members have the tools and skills necessary to fulfill their roles and responsibilities effectively.

Since the very beginning, organizational and professional development has been a priority for Entité 4 in order for it to become as efficient and high-performing as possible.

In 2012-2013

We developed our strategic plan to guide our actions over the next three years.

Early in 2012, our Board of Directors started elaborating a strategic plan which would guide Entité 4's actions for the next three years. An overview of this strategic plan is available on page 4 of this report. This process involved participation from many different people and organizations: members of the community, regional and provincial francophone organizations, health and social service providers, and our three LHINs. The active involvement of all concerned contributed greatly to our **Strategic Orientations 2012-2015**, which were officially adopted by our Board of Directors on May 22, 2012.

In order to ensure that this Strategic Plan is implemented, an action plan ensued and the Board of Directors now has a **Scorecard** – an instrument to measure progress in the implementation of our Strategic Plan using 16 key indicators.

We also acquired a database **software** to help us organize our daily activities in a productive and uniform manner. This tool manages our contacts, agendas and communications. We can also follow the progress of recommendations we made to our LHINs, and produce the scorecard quickly and accurately.

Members of our team and our Board of Directors attended many conferences and forums, and a total of **nine training sessions** were held to increase knowledge and competencies.

In March of 2013, Entité 4 employees participated in a **planning exercise** to take a look back and assess results for 2012-2013, plan activities and explore new avenues for the year to come.

"I joined Entité 4's Board of Directors in early 2013. My integration was greatly facilitated by the material they provided and through an orientation meeting with management. In March, I had the opportunity to participate in a governance training session which allowed board members to discuss their responsibilities with an expert in this field. I feel much better equipped to play my role as administrator. Although Entité 4 is a fairly young organization, its dedicated team has already achieved a great deal in a short time."

– DOMINIQUE JANSSENS, Board Member

In 2013-2014

We will continue on our present path to acquire new skills and innovative tools which we will share with our partners.

2012-2013 FINANCIAL STATEMENTS

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Entité de Planification des Services de Santé en Français #4 Centre Sud-Ouest as at March 31, 2013, March 31, 2012 and April 1, 2011, and the results of its operations and its cash flows for the years ended March 31, 2013 and March 31, 2012 in accordance with Canadian accounting standards for not-for-profit organizations.

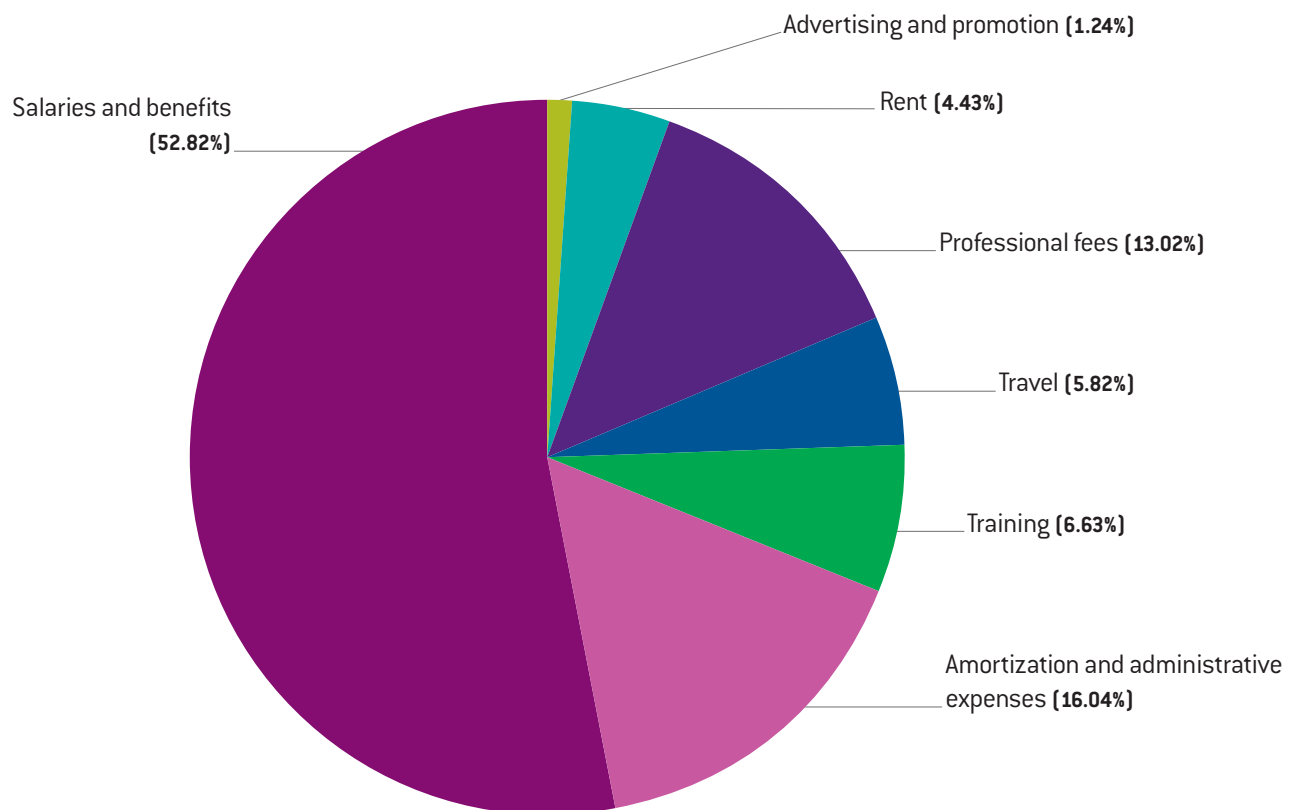


Chartered Accountants, Licensed Public Accountants

Ottawa, Ontario

June 17, 2013

Distribution of Expenses, 2013



Statement of Operations

For the year ended March 31

2013

2012

Revenues

LHIN contributions	\$ 666,419	\$ 602,140
Deferred contributions related to tangible capital assets	(4,820)	(82,821)
Amortization of deferred contributions related to tangible assets	34,816	30,845
Other revenues	—	1
	696,415	550,165

Expenses

Amortization of tangible capital assets	34,816	30,845
Insurance	3,021	2,518
Office Supplies	9,149	17,566
Training	46,198	35,637
Bank charges	1,203	405
Office	9,761	7,234
Travel	40,510	29,627
Professional fees	90,652	62,805
Rent	30,869	21,043
Advertising and promotion	8,620	11,734
Salaries and benefits	367,833	275,835
Computer	14,458	6,691
Telephone	29,450	36,827
HST	9,875	11,398

696,415

550,165

Excess of revenues over expenses

\$

—

\$

—



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