



---

Better Health for  
all Ontarians

---

2013-2014 ANNUAL REPORT



**Entité 4**

Engager • Collaborer • Réaliser

## TABLE OF CONTENTS

---

<b>1</b>	WHO ARE WE?
<b>2</b>	MESSAGE FROM THE PRESIDENT AND INTERIM EXECUTIVE DIRECTOR
<b>2</b>	BOARD OF DIRECTORS
<b>2</b>	OUR TEAM
<b>3</b>	OUR 2012-2015 STRATEGIC ORIENTATIONS
<b>4</b>	A DIVERSE AND THRIVING COMMUNITY
<b>5</b>	PROVIDING QUALITY RECOMMENDATIONS LEADING TO TANGIBLE RESULTS
<b>7</b>	LISTENING AND INFORMING TO ENGAGE OUR COMMUNITY
<b>9</b>	COLLABORATING WITH OUR PARTNERS TO ACHIEVE COMMON GOALS
<b>10</b>	PERFORMING BETTER TO SERVE BETTER
<b>11</b>	2013-2014 FINANCIAL STATEMENTS

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

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

### LEGEND

Ministry of Health and Long-Term Care (MOHLTC)

Local Health Integration Network (LHIN)

Community Care Access Centre (CCAC)

French Language Health Planning Entity (FLHPE)

## WHO ARE WE?

### Our Mission

In order to improve access to French language health services, Entité 4 contributes to 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 that succeed in meeting the needs of the Francophone community and contributing to the development of a health care system that provides high quality, cost-effective services.

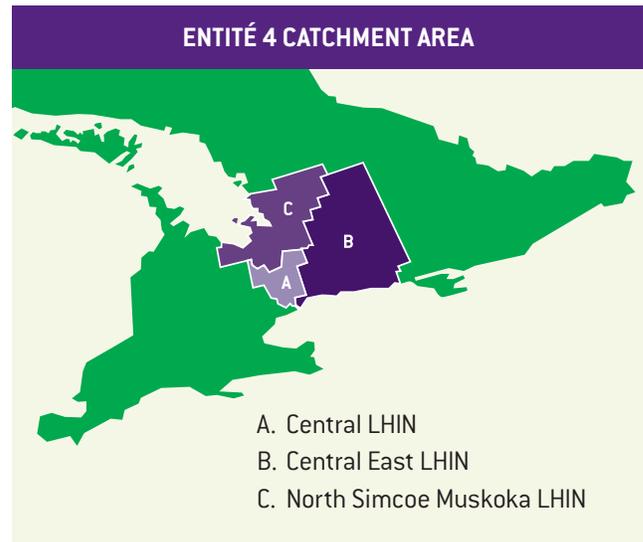
### Our Values

**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.



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

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

The complete list of designated areas and identified or designated organizations can be found on our website at [www.entite4.ca](http://www.entite4.ca).

## MESSAGE FROM THE CHAIR AND THE INTERIM EXECUTIVE DIRECTOR

**The year 2013-2014** represents another step towards the organizational maturity of Entité 4, as we find ourselves at the mid-point of our mandate. The year was marked by the provision, to the LHINs, of several recommendations which resulted in the development of new projects, the creation of new partnerships and the preservation of prior gains. We are pleased and proud of the progress and accomplishments of Entité 4 which have benefited the francophone communities in our regions.

The official inauguration of the French language Adult Day Program in Durham as well as the Lunch & Share workshops, where health service providers were brought together to discuss French language services, are just two of our many successes. Moreover, Entité 4 launched a membership drive encouraging Francophones, living or working in its catchment area, to support our mission to improve access to quality healthcare services in French. Since September 2013, more than 200 new individual members have enrolled.

**For 2014-2015**, we anticipate making strides to improve access to mental health and primary care services. In addition, Entité 4 will begin to provide health service organizations with the tools and knowledge necessary to enhance the franco-phone patient experience. It is thanks to the collaboration of our partners that these projects are realized and that quality of life is improved.

In conclusion, we would like to thank the Board of Directors, the staff and all of our partners for their commitment to the health of Francophones. Your energy and determination allow Entité 4 to thrive and achieve its mission.



Manon Lemonde, I.A., PhD  
*Chair*



Gérard Parent  
*Interim Executive Director*

## 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

Réjean Sirois Vice-President	Dominique Janssens Treasurer
---------------------------------	---------------------------------

### Central East Region

Manon Lemonde President	François Nono	Cindy Zamiska Secretary
----------------------------	---------------	----------------------------

### North Simcoe Muskoka Region

Annick Brown	Marie-France Heikens
--------------	----------------------

## OUR TEAM

Gérard Parent, *Interim Executive Director*

Hermann Amon, *Planning Officer*

Christine Morrison, *Planning Officer*

Marielle Rose, *Office Clerk*

Lynda Rooke, *Administrative Assistant*

Sophie Sakillarides, *Communications and Community Liaison Officer*

Katalin Bagi, *Communications and Community Liaison Officer* (On leave)

## 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.**



## A DIVERSE AND THRIVING COMMUNITY

Based on data from the 2011 census, Francophones in Ontario now number 611,500 according to the Inclusive Definition of Francophone adopted by the province in 2009. 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.<sup>1</sup>

Franco-Ontarians are mostly part of urban communities. In 2011, slightly over a quarter of Franco-Ontarians lived in Ottawa, and almost 10% in Toronto. The Greater Toronto Area, a portion of which is in Entité 4's catchment area, has seen the largest increase in Francophones between 2006 and 2011.<sup>1</sup> Also, it is estimated that in 2020, close to half of the francophone population of Ontario will live in the GTA and South-Western part of the province.<sup>2</sup>

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 out of five French-speaking visible minority immigrants 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.<sup>3</sup>

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.

<sup>1</sup> 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 30, 2014)

<sup>2</sup> *Moving Forward* [2013]. Expert Panel on French-Language Postsecondary Education in Central and Southwestern Ontario. <http://www.tcu.gov.on.ca/eng/postsecondary/schoolsprogram/MovingForward.pdf> (Retrieved April 30, 2014)

<sup>3</sup> Profile of the francophone community of Ontario (2009) based on the 2006 Census with the Inclusive Definition of Francophone. OFA. <http://www.ontario.ca/francophones/profile-ontarios-francophone-community-2009> (Retrieved April 30, 2014)

<sup>4</sup> *Second Report on the Health of Francophones in Ontario*. [2005] <http://opha.on.ca/getmedia/f1d12c65-95ed-494e-8ab7-9b6c8b556bac/HealthofFrancophones-EN.pdf.aspx?ext=.pdf> (Retrieved May 1, 2014)

<sup>5</sup> 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(?).

### Living healthy in a linguistic minority situation

The Public Health Research, Education and Development Program published its *Second Report on the Health of Francophones in Ontario*.<sup>4</sup> This study noted that, compared 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 consultations;<sup>5</sup>
- higher probability of using numerous diagnostic tests;<sup>6</sup>
- increased risk of errors in diagnosis and treatment;<sup>7</sup>
- lesser use of health services for preventative purposes;<sup>8</sup>
- reduced adherence to treatment plan.<sup>9</sup>

Language barriers also have an impact on the patient's personal experience within the health system. They contribute to decreasing quality of care and patient satisfaction, as well as increasing costs to the 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.<sup>10</sup>

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

<sup>7</sup> Flores G. et al. *Errors in Medical Interpretation and their Potential Clinical Consequences in pediatric encounters*. *Pediatrics*, 2003: 111(1).

<sup>8</sup> Woloshin, Steven et al. *Is language a Barrier to the Use of Preventive Services?*, *J Gen Intern Med*, 1997: 12:472-477.

<sup>9</sup> 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).

<sup>10</sup> Zanchetta, M. S., Kaszap, M., Mohamed, M., Racine, L., Maheu, C., Masny, D., Césari, 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 TANGIBLE RESULTS



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

A quality recommendation must be based on excellent understanding of the community's needs, orientations of the health system, and best practices regarding offering services to Francophones who live in a minority situation.

#### In 2013-2014

Entité 4 made many recommendations which led to tangible results to improve the health of Francophones.

#### Improve the access to health services in French for Francophones with a mental health illness.

In early 2013, Entité 4 began a process of inventorying mental health services available in French within our catchment area. Our findings demonstrated that the capacity to offer French language mental health services exists but services are under-utilized as referring organizations are unaware of their availability. In January 2014, Entité 4 submitted a recommendation to the Central and Central East LHINs for the implementation of a French language mental health continuum for francophone adults experiencing mental health issues to better navigate the system. The project will build on existing French language capacity within the Greater Toronto Area. In 2014-2015, Entité 4, along with its partners, will explore means of implementing this continuum.

Moreover, Entité 4 continues to ensure that the needs of francophone youth remain top of mind by sitting on three Mental Health & Addictions Collaboratives put in place by the MOHLTC as part of its *Open Minds, Healthy Minds* strategy.

#### Improve access to long-term care in French

Bendale Acres is a 302-bed long-term care facility, with a 37-bed wing for Francophones: **Pavillon Omer Deslauriers**. Although staff is able to provide services in French to residents, Francophones did not occupy more than 3 of these 37 beds when Entité 4 started its activities. The open dialogue between Entité 4, the Central, Central-East and Toronto Central LHINs, the Central, Central-East and Toronto Central CCACs, as well as other community partners in this project generated strategies which quadrupled the number of beds occupied by Francophones.

#### Improve access to primary care in French for the francophone community

Created in 2012 by the MOHLTC, **Health Links** is a program designed to better coordinate patient care among hospitals, community service providers and primary care physicians. Once the program is fully rolled out, Ontario will be home to more than 80 Health Links, including at least 11 in the area serviced by Entité 4. Health Links are geographically based and at the outset will focus on heavy users of the health care system. Following a recommendation by Entité 4, a dialogue has been initiated between the Entité and the health service providers implicated in the Health Link project across all three LHINs. Through its involvement, Entité 4 will seek to ensure that the linguistic needs and preferences of the patient will be considered by services providers when developing patient-centred coordinated care plans.

Ontario's CCACs have an important and growing function as health system navigators for patients. The **Healthline** is a web based resource, developed and managed by the CCACs, which provide patients with information on locally available health and social services as well as community supports. Entité 4 recommended that the LHINs and CCACs work together with the Entité to explore how to ensure The Healthline meets the needs of the francophones living within our catchment area.

---

*"The collaboration between Entité 4 and Central LHIN has helped improve our understanding of the health care needs and priorities of the francophone population. Central LHIN is looking forward to our continued collaboration in order to gain deeper insight into the francophone population we serve, and determine, along with our key partners and health service providers, the best way to provide services that are culturally and linguistically adaptive."*

– KIM BAKER, CEO, Central LHIN

---

## In 2013-2014

Entité 4 continued to work on projects already initiated and to ensure gains achieved were maintained.



The Adult Day Program opened its doors on March 25, 2014

### Improve quality of life for Francophones living with a chronic disease

Over the last few years, Entité 4 worked diligently with its partners to support the offer of **chronic disease self-management workshops** which were not previously available in French in our territory. Thanks to the continued efforts of Central-East CCAC, South Georgian Bay Community Health Centre, CHIGAMIK Community Health Centre and Southlake Regional Health Centre, peer-leaders were trained and are now able to facilitate *Living a Healthy Life with a Chronic Condition* workshops in French. We are working on logistics for the next series of workshops and will be able to announce dates in 2014.

### Improve access to health services in French for seniors

Improving care for seniors is a priority of the MOHLTC and the LHINs.

### The Adult Day Program for francophone seniors living in Durham Region

which started in March 2014 is the result of a collaboration between Entité 4, Centres d'Accueil Héritage, L'Amicale, ACFO Durham-Peterborough and Club Jeunesse d'Hier. This new **Adult Day Program** is available two days per week and offers social and recreational activities in French, as well as exercise classes facilitated by staff specially trained in helping seniors experiencing cognitive or physical difficulties.

Entité 4 wishes to build upon this initiative by developing a second phase: the implementation of a **Home Support Program** in Oshawa which will offer new services to francophone seniors with cognitive or physical issues.

## In 2014-2015

Entité 4 will start discussions and develop strategies which emphasize the importance of patient experience.

*"The Central East LHIN has established a shared "Community First" strategic aim for the health care system where the goal is to help Central East LHIN residents spend more time in their homes and in their communities. With the support of our partners in Entité 4, we have been able to consistently and effectively engage with our francophone residents to be more aware of their concerns, respond to their needs and provide them with better care and better value so that this goal is achieved. This is evident with the creation of the Coalition for Healthy Francophones Communities in Scarborough and the new Adult Day Program for Francophone Seniors in Oshawa. We look forward to continuing to work collaboratively with the Entité in realizing even more benefits for the francophone residents of our LHIN."*

– DEBORAH HAMMONS, CEO, Central East LHIN

## LISTENING AND INFORMING TO ENGAGE OUR COMMUNITY



**Strategic Outcome: The community contributes, in various manners, to achieving 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 providing substance for our recommendations. Entité 4 informs the community and fosters discussions on available services in French, the impact of language barriers on health matters, and our projects to help them navigate the health system.

### In 2013-2014

Entité 4 met with **747 francophones within its communities** and has maintained relations with organizations that represent them.

### Entité 4: visible and involved in 2013-2014

Entité 4 visited **20 French schools** from Conseil scolaire de district catholique Centre-Sud and Conseil scolaire Viamonde, by participating in open-house events and parent-teacher evenings.

We attended the **Franco-Fête** in Toronto as well as **Festival du Loup** in Lafontaine to promote our projects and engage the community in a dialogue about health. We also took part in the first **Foire de la francophonie** organized by the Association des francophones de la région de York (AFRY) which allowed us to meet local francophones.

Entité 4 participated in **community consultations** held by l'Association Famille de l'Est and Common Thoughts Initiative Corporation (CTIC) to gain a better understanding of health needs for this community and to help them learn about with the health system, the role played by the LHINs and the FLHPEs.

Collaboration between the Central-East LHIN, Entité 4 and Taibu Community Health Centre led to the creation of the **Coalition for Healthy Francophone Communities of Scarborough**. Their activities are primarily centered on prevention and promotion, specifically chronic disease self-management, mental health and maintaining a healthy lifestyle.



Our booth at a community engagement event

*"Le Conseil scolaire de district catholique Centre-Sud (CSDCCS) recognizes the important role played by Entité 4 in the planning and identification of French-language services for schools. We also greatly appreciate Entité 4's commitment towards the student community, more particularly shown by their presence during events for parents held at our schools. Through its recommendations, Entité 4 has contributed significantly to improving mental health services for our students and for the community at large. Efforts by your team over the last few years have yielded results and the francophone community in our areas has benefited greatly. Thank you for participating in the improvement of French language health services."*

– NATHALIE DUFOUR-SÉGUIN, *President, CSDCCS.*

## Our website: a great source of information

Our site [www.entite4.ca](http://www.entite4.ca) is meant to be an information hub when it comes to health services in French in the area. Visitors to our site can find a variety of information on health service providers, and establishments identified or designated to provide French-language services. It is now possible to find a French-speaking family physician or specialist on our site thanks to the interactive maps which show their name, location, and type of practice.



La santé en français,  
c'est **aussi** important pour

mes parents

mes enfants

ma communauté.

DEVENIR MEMBRE

**OUI!**  
J'Y TIENS!

Become a member of Entité 4 by filling out this form online

## Membership Campaign

In 2013, we launched our membership drive and enrolled **200 new members**. Being a member of Entité 4 shows your interest in and commitment to improving access to health services in French within the territories of the Central, Central East and North Simcoe Muskoka LHINs. Members enjoy many perks, as well as discounts when they shop at Economical Select, Staples, Hertz, and Choice Hotels Canada.

### In 2014-2015

We will continue this dialogue with the community during Parent-Teacher Association meetings and various community events. We will also develop new communication tools to extend the reach of our message.

## COLLABORATING 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.



Members of the governing boards and executive directors of the Regroupement des entités and the Alliance des Réseaux

The **Regroupement des entités de planification des services de santé en français de l'Ontario** develops common principles and positions to advance French language services in a cohesive and efficient manner across the province.

The Regroupement presented a **briefing document** to the Legislative Assembly of Ontario within the context of the **Review of the Local Health System Integration Act, 2006, and the Regulations Made Under It**. This review of this law examines the role of the LHINs and the FLHPEs and the document presented supported the legislation and spoke to the need to protect any and all gains made by the francophone communities of Ontario.

**L'Alliance des Réseaux**, which encompasses four organizations involved in French health services funded by the federal government, and the **Regroupement** held a **second forum** in March 2014 to create synergy in moving forward with joint actions at the provincial level.

### In 2014-2015

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.

*"Entité 4 is a committed partner of the Regroupement whose objective is to address issues common to Francophones at a provincial level. In a very short period of time, Entité 4 assumed a leadership position in its area of service to improve the offering of French language health services."*

– JACINTHE DESAULNIERS, Executive Director, Réseau des services de santé en français de l'Est.

### In 2013-2014

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

At the 2013 Annual General Meeting, **Recognition Awards** were presented to organizations which worked closely with Entité 4 to improve access to French language services and demonstrated exceptional commitment to this mission.



Recipients of the Recognition Awards presented at the Annual General Meeting

Entité 4 hosted two **Lunch & Share** workshops where health service providers were invited to discuss models for organizing French language services (in August 2013) and the concept of actively offering health services in French (in January 2014). These workshops were well received by the participants and we look forward to building on our success by holding more of these events in 2014-2015.

This year, Entité 4 was invited to sit at North Simcoe Muskoka LHIN's **Leadership Council**. This will allow us to provide the francophone perspective at the level responsible for making strategic decisions on health service planning in this region.

Entité 4 and the Central, Central East and North Simcoe Muskoka LHINs meet on a regular basis through the **Liaison Committee** established to exchange information on progress to date and challenges in order to develop a common vision through the Joint Action Plan.

Moreover, Entité 4's Planning Agents maintain a continuous dialogue with the LHINs' **French Language Services Coordinators** about joint projects, as well as liaise with the **project leads in each LHIN**.



Lunch & Share, January 2014

*"AFRY wishes to note the constant progress achieved by Entité 4 in the last few years by developing a better understanding of the health service needs in French for York Region. We are very happy to work with Entité 4 to better serve the Francophone population of York Region.*

– MONA T. BABIN, Executive Director, Association des francophones de la région de York Inc.

Entité 4 sits on many **committees and councils** to get a better understanding of the health system and to sensitize key stakeholders to the needs of Francophones and the impact of language barriers.

#### In 2014-2015

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

## PERFORMING 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 to become as efficient and high-performing as possible.

To assess our performance, **we surveyed our partners regarding their level of satisfaction** in dealing with Entité 4, the quality of existing synergy, the leadership shown by Entité 4 and the effectiveness of the partnership. According to results, **98%** of our partners intend to continue working closely with us.

During the course of 2013-2014, Entité 4 continued to participate in many **forums, symposiums** and **conferences** in order to further develop strategic relationships and better serve the francophone community.

#### In 2014-2015

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

## 2013-2014 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, 2014, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.



Chartered Accountants, Licensed Public Accountants  
Ottawa, Ontario, May 20, 2014

### Statement of Operations

For the year ended March 31

	2014	2013
<b>Revenues</b>		
LHIN contributions	\$ 654,064	\$ 666,419
Deferred contributions related to tangible capital assets	(2,240)	(4,820)
Amortization of deferred contributions related to tangible assets	24,121	34,816
	<b>675,945</b>	<b>696,415</b>
<b>Expenses</b>		
Amortization of tangible capital assets	24,121	34,816
Insurance	3,560	3,021
Office Supplies	8,073	9,149
Training	24,114	46,198
Bank charges	925	1,203
Office	6,049	9,761
Travel	34,001	40,510
Professional fees	118,617	90,652
Rent	32,238	30,869
Advertising and promotion	12,780	8,620
Salaries and benefits	372,340	367,833
Computer	13,855	14,458
Telephone	15,663	29,450
HST	9,609	9,8758
	<b>675,945</b>	<b>696,415</b>
<b>Excess of revenues over expenses</b>	<b>\$ —</b>	<b>\$ —</b>

President,



Manon Lemonde, I.A., PhD

Treasurer,



Dominique Janssens

Join us at:  
[www.entite4.ca](http://www.entite4.ca)



**PLANIFICATION DES SERVICES DE SANTÉ EN FRANÇAIS**

14845 Yonge Street, Suite 310  
Aurora ON L4G 6H8  
PHONE: 905.726.8882  
TOLL FREE: 1.855.726.8882  
FAX: 905.841.9698  
EMAIL: [info@entite4.ca](mailto:info@entite4.ca)  
[www.entite4.ca](http://www.entite4.ca)

---

Entité 4 is financed by the Ministry of Health and Long-Term Care.

