

**REGIONAL HEALTH AUTHORITY (RHA) FRAMEWORK
FOR DEVELOPING A MULTI-YEAR
STRATEGIC FRENCH-LANGUAGE SERVICES PLAN**

20XX – 20XX

Last updated: December 2017

EXPLANATORY COMMENTS

It is the responsibility of each designated Regional Health Authority (RHA) to prepare and submit for approval to the Minister of Health a proposed French-Language Services (FLS) Plan, as per the *French Language Services Regulation* (46/98) under the Regional Health Authorities Act (C.C.S.M. c. R34).

As stated in the FLS Regulation, “*the regional health authority shall appoint a bilingual employee to co-ordinate the development and implementation of the plan*”. It is essential that this FLS Coordinator occupy a position which allows easy access to and contact with senior officials and managers of the RHA and that he or she have sufficient interest, time, resources and authority to effectively carry out his or her duties.

As stated in the Manitoba government French-Language Services Policy, the Francophone Affairs Secretariat “*...advises the government of Manitoba about Francophone affairs, including the measures to be taken to foster the enhancement of the vitality of Manitoba’s Francophone community and support and assist its development. In fulfilling its mandate, the Secretariat, among other things, guides, monitors and coordinates the implementation of this policy in a manner consistent with the concept of active offer.*”

Santé en français, designated by the government of Manitoba in 2004 as the official representative of the Francophone community in the areas of health and social services, assists designated health facilities and RHAs with the development and implementation of their Multi-Year Strategic FLS Plans.

Each FLS Plan will specify clear objectives and will provide appended data that will indicate the current status and capability of FLS in the region. Such appended data will be updated annually in the Regional Health Plan submitted to Manitoba Health and used for reporting and progress assessment purposes. The FLS Plan is to be integrated into the RHA’s strategic plan. For some RHAs, it may be necessary to phase in this component.

Various designated health facilities had developed Multi-Year Strategic FLS plans prior to the creation of RHAs and many of them no longer exist as corporations. The FLS Plan of a previously designated health facility that remains an incorporated entity with a contracted services arrangement is, by mutual consent, either appended to or integrated in its RHA’s FLS Plan. Such facilities and previously designated health centres that are no longer incorporated entities remain designated and the RHA’s FLS Plan reflects this fact.

Development and Approval Process

The process for the development and approval of Multi-Year Strategic FLS Plans for RHAs is the following:

Initial Development:

1. Development of a draft Multi-Year Strategic FLS Plan by the staff of the RHA in close collaboration with the Table régionale de concertation (regional round table) and the RHA Management/Executive Committee.

Preliminary Approval:

2. Approval in principle by the RHA Management/Executive Committee and the Table régionale de concertation.
3. Review and approval of the plan by the Santé en français Board of directors. This is a high-level review with one of its main objectives being to ensure that all the steps in the process set out in this document have been followed. The Table régionale de concertation and the RHA are consulted with respect to all amendments proposed by Santé en français.

Final Approval:

4. Approval and signing of the plan by the appropriate senior authority of the RHA.
5. Submission by the RHA to the Francophone Affairs Secretariat of the Multi-Year Strategic FLS Plan signed by the RHA.
6. Signature of the plan by the Minister responsible for Francophone Affairs and the Minister of Health.
7. The Francophone Affairs Secretariat keeps an updated file of all approved Multi-Year Strategic FLS Plans.

N. B.: Written communications between the RHAs and Santé en français as to the approval of the plans shall be through their respective chief executive officers.

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Signature and Approval of the Multi-Year Strategic FLS Plan for _____ (name of RHA)

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INTRODUCTION

Provide an introduction. Partial example follows.

The *French Language Services Regulation* (46/98) under the Regional Health Authorities Act (C.C.S.M. c. R34) requires that designated Regional Health Authorities (RHAs) in the province of Manitoba develop French Language Services (FLS) Plans.

Your RHA's Multi-Year Strategic FLS Plan must include the following statement.

LINGUISTIC DUALITY

Access to health services in one's own language "means far more than simply respect for that person's culture: it is, at times, indispensable for improving health and for people's taking ownership of their own health."¹

In Canada, linguistic duality is one of the fundamental dimensions of history. As a multicultural society, Canada's two official languages, English and French, have retained their special status as languages used in the public domain.

¹ *Consultative Committee for French-Speaking Minority Communities. Report to the Federal Minister of Health, 2001*

DEFINITIONS

Insert definitions pertinent to your RHA's Multi-Year Strategic FLS Plan. Examples follow.

Active Offer

The set of measures taken by designated public bodies to ensure that French language services (FLS) are evident, readily available, easily accessible, and publicized, and that the quality of these services is comparable to that of services offered in English.

Source: Government of Manitoba's *Guidelines Manual for the Implementation of FLS*.

Active Offer

An offer of services in French which reflects measures taken to ensure that services in French are evident, readily available, easily accessible (whether provided by oral, written or electronic methods) and of comparable quality to those offered in English. Exception: Foyer Valade Inc. (Designated Francophone Facility).

Source: WRHA Policy Statement.

Bilingual Format

The "bilingual format" as it pertains to forms means that the English and French texts are printed side-by-side or one after the other throughout the form. As for public information documents, the "bilingual format" means:

- parallel, dual-column format;
- back-to-front, i.e., with English on one side of the page and French on the other;
- head-to-tail, i.e., with each version upside down in relation to the other.

Source: Government of Manitoba's *Guidelines Manual for the Implementation of FLS*.

Bilingual Format

The English and French texts are printed side-by-side or one after another. Bilingual formatting includes the following:

- Parallel, dual-column;
- Back-to-front (e.g. English on one side of page and French on the reverse);
- Head-to-tail (e.g. each version is upside down in relation to the other).

Source: WRHA Policy Statement.

Bilingualism

The ability to communicate proficiently in both official languages.

Source: WRHA Policy Statement.

Bilingualism Required

The requirement to be able to communicate in both official languages, qualifying as a bona fide occupational requirement for a Designated Bilingual Position.

Source: WRHA Policy Statement.

Comparable Service

The provision of a service in French equivalent in quality, availability and accessibility to that offered in English.

Source: Government of Manitoba's *Guidelines Manual for the Implementation of FLS*.

Designated Public Body

An entity or organization to which the government of Manitoba's FLS Policy applies and which is, therefore, required to actively offer its services in French.

Source: Government of Manitoba's *Guidelines Manual for the Implementation of FLS*.

Designated Bilingual Facilities, Programs, Services and Agencies

WRHA facilities, programs, services and agencies, including WRHA Corporate Office (Board of Directors and corporate [non-clinical] services such as Quality, Finance, Human Resources, Communications), that are required to actively offer services in both French and English, pursuant to the Government of Manitoba French-Language Services Policy ("Manitoba FLS Policy").

Source: WRHA Policy Statement.

Designated Bilingual Position

A position that must be filled by an individual who speaks both official languages and who is able to adequately deliver "comparable service" in French in accordance with the requirements of the FLS Policy, the active offer concept and the Multi-Year Strategic FLS Plan of his or her designated public body.

Source: Government of Manitoba's *Guidelines Manual for the Implementation of FLS*.

Designated Bilingual Position

A position that is to be filled by an individual who speaks both official languages and who is able to adequately deliver comparable service in both official languages, in accordance with the requirements of the Manitoba FLS Policy, the Active Offer concept and the WRHA French Language Services Plan.

Source: WRHA Policy Statement.

Designated Francophone Facilities, Programs, Services and Agencies

WRHA facilities, programs, services and agencies those are required, pursuant to the Manitoba FLS Policy, to actively offer services in French, and whose working language is French.

Source: WRHA Policy Statement.

French Language Services

The set of written, verbal, audio-visual and electronic communications in the French language by which a designated public body provides information or assistance to the members of the Francophone community in Manitoba, and which are comparable to its English language communications.

Source: Government of Manitoba's *Guidelines Manual for the Implementation of FLS*.

Linguistic Profile

Description of linguistic skills required in each official language. This includes a proficiency level for speaking (oral expression), comprehension (listening skills), reading and writing, as applicable for a Designated Bilingual Position.

Source: WRHA Policy Statement.

WRHA French Language Services (FLS) Plan

An outline of the practical ways and means by which Designated Bilingual or Francophone Facilities, Programs, Services and Agencies can actively offer and effectively provide services in French through designated service and by bilingual and French language information materials in the Winnipeg Health Region. The Plan will consist of a five-year strategic plan and an annual business plan.

Source: WRHA Policy Statement.

BACKGROUND AND CONTEXT

- **Provide the context for the Multi-Year Strategic FLS Plan, referencing policies, acts, regulations and reports as deemed appropriate.**
 - **Set out the history of the development and approval of your RHA's plan.**
 - **Insert the standard wording below regarding the structure of Santé en français.**
 - **Describe the structural relationship between your RHA, on the one hand, and Santé en français, the Regional Round Table (*Table de concertation régionale*) on the other.**

Structure of Santé en français

In October 2004, the government of Manitoba designated the Conseil communauté en santé du Manitoba (CCS) inc. - known as Santé en français since March 2014 - as the official representative of the Francophone community in the areas of health and social services. Santé en français plays a leadership and coordination role to foster access to quality French language services (FLS) in the areas of health and social services. The composition of the Board of Directors and the various committees of Santé en français are based on the general philosophy that the membership of these bodies should include representation from government and the RHAs in order to promote dialogue and the development of solutions by all stakeholders together. The composition of the Board of Directors and the various committees of Santé en français, including the Regional Round Tables and the Managerial Round Table, are set out in Appendix C.

REGIONAL PROFILE

Set out your region's principal characteristics including, but not limited to: size, number of municipalities/districts, population, demographics, profile of the Francophone community/French-speaking population, number of DSFM schools, number of designated facilities, and clientele.

VISION, MISSION, VALUES AND BOARD ENDS

State your RHA's vision, mission, values and board ends.

VISION

[Example: Partnering with community to optimize health]

MISSION

[Example: To ensure the best health for the people of the South Eastman region through consultation, evidence-based decisions and innovation]

VALUES

[Examples:

Integrity

Responsiveness

Respect

Accountability

Proactivity

Excellence]

BOARD ENDS

[Example: Residents have access to a full range of quality health care services in both official languages.]

GUIDING PRINCIPLES

**Identify your RHA's guiding principles with respect to French-language services.
Examples follow.**

The following principles, developed in close collaboration with the Francophone Affairs Secretariat and the Regional Round Table [*Table de concertation régionale*] in 2006, will guide the RHA in its implementation of FLS based on the Active Offer concept.

1. The government of Manitoba's FLS Policy and The Francophone Community Enhancement and Support Act shall be the basis for all decisions and actions.
2. The RHA shall provide its French-language services in a pro-active manner. To this end, the RHA shall ensure that:
 - Services in French are evident, readily available, and easily accessible to the general public, and are comparable to those provided in English;
 - Administrative policies, contracts for services from outside agencies, and the setup or reorganization of programs and services take into account the requirement that French-language services be actively provided.
3. FLS and the Active Offer concept shall be supported by management, who will play a critical role in creating an ambiance, culture and milieu where employee and client interaction occurs in French.
4. The FLS Coordinator shall play a role of leadership and liaison to ensure as well as promote appropriate and consistent implementation of the active offer of FLS, and shall be assisted by members of the Regional Management Team.
5. The RHA shall deliver on-going education to employees to encourage their commitment to the Active Offer concept.
6. The RHA shall make the public aware of its commitment to the active offer of FLS (promotional activities, articles, etc.).
7. Programs, services, resources and public information in one official language shall have a parallel counterpart in the other official language, taking into account the targeted audience or area.
8. Partnerships with other designated bilingual RHAs and community groups/organizations shall be encouraged to allow for collaboration on the implementation of French language services inter-regionally.
9. The RHA shall be innovative in creating an environment that is favourable to the recruitment of new bilingual employees.
10. As a general rule, designated bilingual positions shall be located in designated bilingual areas, pursuant to the government of Manitoba's FLS Policy.

IMPLEMENTATION

**Elaborate on how your RHA will implement its Multi-Year Strategic FLS Plan.
Required elements include the following:**

1. Development of an Annual Operational Plan to Implement the Multi-Year Strategic FLS Plan

2. Collaboration With the Regional Round Table [*Table de concertation régionale*]

3. Evaluation of FLS Implementation
 - Evaluate the effectiveness of the Multi-Year Strategic FLS Plan;
 - Include qualitative and quantitative measures;
 - Evaluate implementation and results.

4. Review and Update of the Multi-Year Strategic FLS Plan

STRATEGIC PRIORITIES

Link the strategic priorities of your RHA with the FLS implementation action steps.

Two examples are provided to assist your RHA in developing this section.

The Multi-Year Strategic FLS Plan must include a mechanism for purposes of evaluation, as per item 3 on page 13. This mechanism may either be separate from Strategic Priorities (Example 1) or integrated as part of Strategic Priorities (Example 2).

[Example 1 – Required elements are “Strategies” and “Actions”]

Strategic Themes Interpretation	Strategies	Actions
<p>Quality Basic Services</p> <p>Southern Health-Santé Sud is committed to improving accessibility to basic/primary services in all of its four districts, and subsequently ensuring they are provided in the best possible way. Select secondary services are also provided to our residents.</p>	<p>Create and implement an integrative approach to the offer and delivery of French language services that promotes a culture where employees and clients feel comfortable communicating in the official language of their choice and are proud to do so.</p>	<ul style="list-style-type: none"> ▪ Providing French language training opportunities to RHA employees ▪ Identifying the bilingual workforce within the RHA and encouraging bilingual employees to apply for designated bilingual positions ▪ Implementing an education campaign on French language services and the Active Offer concept (service delivery) ▪ Etc.
	<p>Provide a full range of basic and primary services, and select secondary services regionally.</p>	<ul style="list-style-type: none"> ▪ Supporting the <i>Table de concertation régionale Sud-Est</i> with the implementation of its French-language Primary Care Initiative, funded through the Primary Health Care Transition Fund ▪ Assessing the need to designate as bilingual any newly-created positions in regional programs ▪ Promoting the availability of these services to the French-speaking population

STRATEGIC PRIORITIES

Link the strategic priorities of your RHA with the FLS implementation action steps.

Two examples are provided to assist your RHA in developing this section.

The Multi-Year Strategic FLS Plan must include a mechanism for purposes of evaluation, as per item 3 on page 13. This mechanism may either be separate from Strategic Priorities (Example 1) or integrated as part of Strategic Priorities (Example 2).

Example 2 – Required elements are “Strategies”, “Major Initiatives” and “Performance Measures”

1. Strategic Pillar: Organizational Responsiveness Through an Integrated Health System

Interpretation	Strategies	Major Initiatives	Performance Measures		
			Description	Baseline/Current	Target
<p>We interpret ‘Organizational Responsiveness through an Integrated Health System’ to mean a comprehensive, coordinated and seamless regional approach to providing the most appropriate care, by the most appropriate providers, in the most appropriate settings with:</p> <ul style="list-style-type: none"> • Equitable access to care throughout the life cycle • A high quality and safe health care system, focused on improved health of our population and sustainability of resources • the component parts of the system linking together and participants working collaboratively together to deliver and services • Etc. 	<p>1. Identify, plan and implement a regional primary health care service delivery model to improve access to French language services</p>	<ul style="list-style-type: none"> • mobile multidisciplinary team • intake facilities and/or • primary health care centres • centres of excellence for “Health Corners” with brochures, books, journals, reports and posters available in both official languages 	<p>No. of surveyed Francophone individuals able to access bilingual primary health care programs/services</p>	<p>unknown</p>	<p>70%</p>
<p>In the context of French language services, the right service, at the right time, at the right location, in the right language based on the basic principles of the active offer: evident, readily available, easily accessible, comparable quality. The service shall be in accordance with federal legislation/provincial policy, consumer-centered/focused, integrated and <i>Above All: Common Sense</i>.</p>	<p>2. Identify and implement models to encourage and support healthy lifestyles for Francophones in Central Region</p>	<ul style="list-style-type: none"> • Healthy Communities and Healthy Schools projects • Increased knowledge of health determinants 	<p>No. of bilingual Healthy Community and/or Healthy Schools projects</p>		<p>10</p>
	<p>3. Provide for ‘after hours’ accessibility to Francophone health professionals</p>	<ul style="list-style-type: none"> • Promote ‘Info Santé’ 	<p>No. of calls from Central Region to Info Santé per year</p>		<p>50</p>
	<p>4. Etc.</p>	<ul style="list-style-type: none"> • Etc. 	<p>Etc.</p>	<p>Etc.</p>	<p>Etc.</p>

SIGNATURE AND APPROVAL OF THE MULTI-YEAR STRATEGIC FLS PLAN FOR _____ (name of RHA)

Chief Executive Officer, Name of RHA

Date

Executive Director, Santé en français

Date

Name, Minister of Health

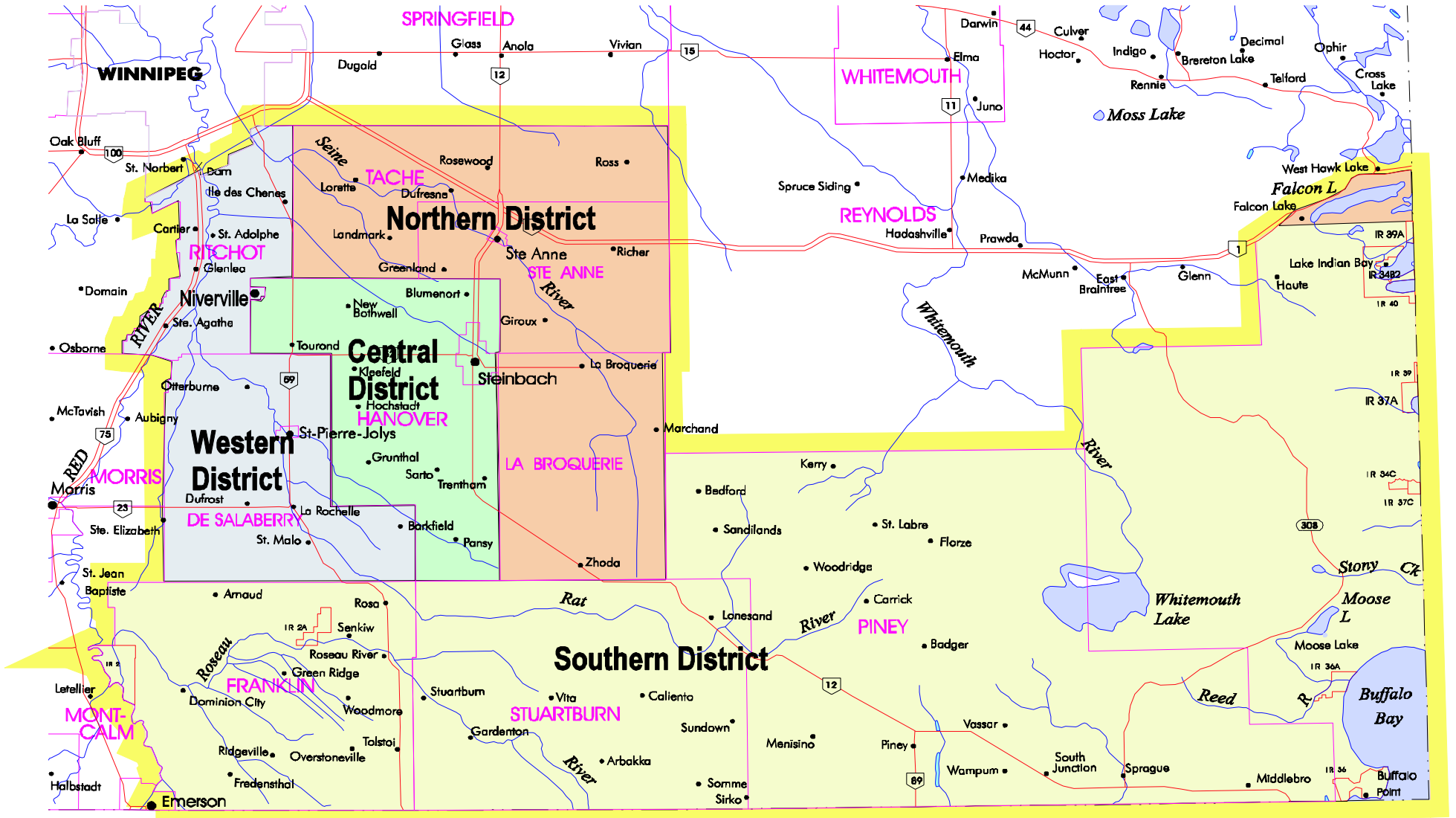
Date

Name, Minister responsible for Francophone Affairs

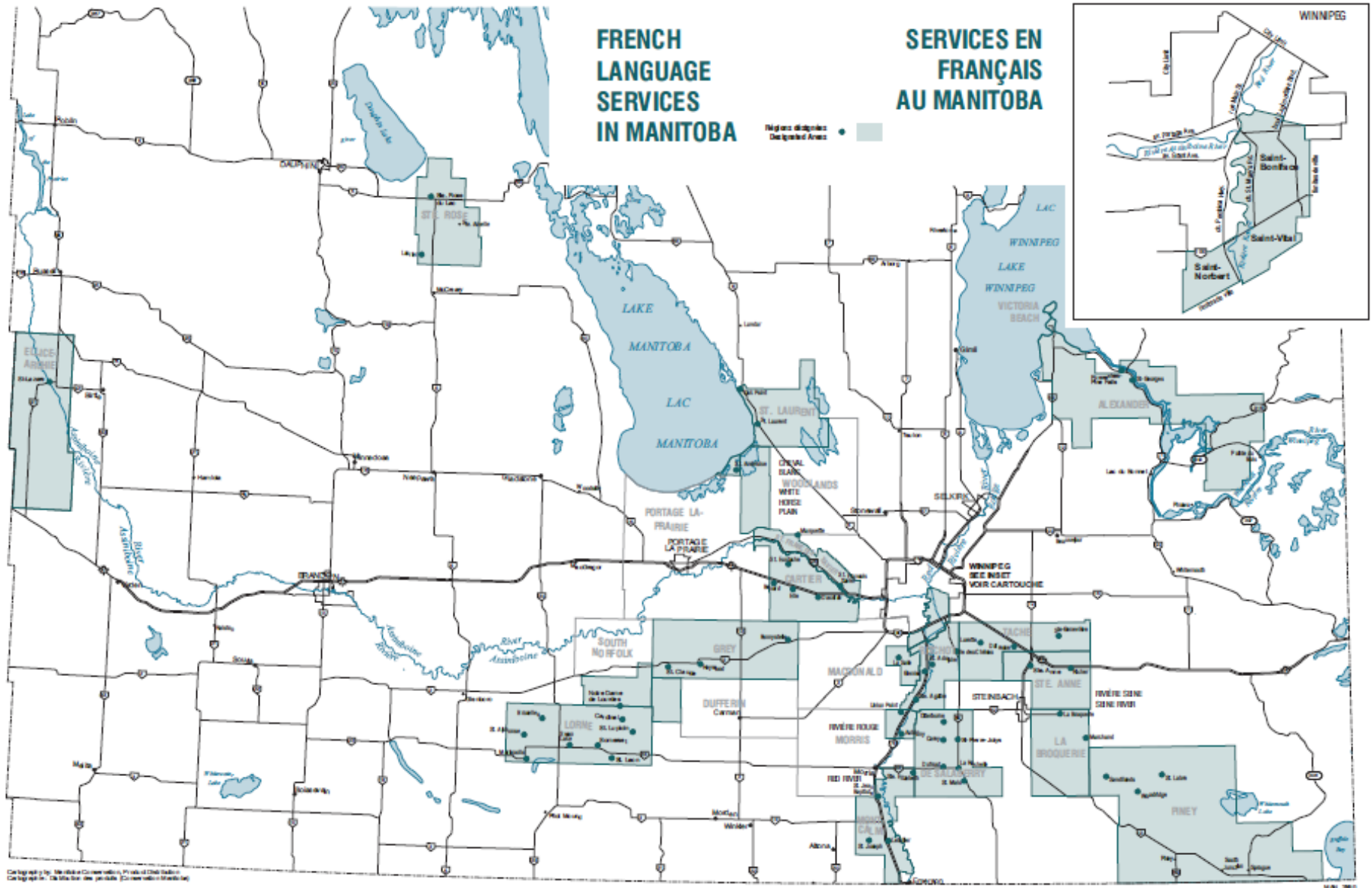
Date

[Example]

MAP OF _____ REGION

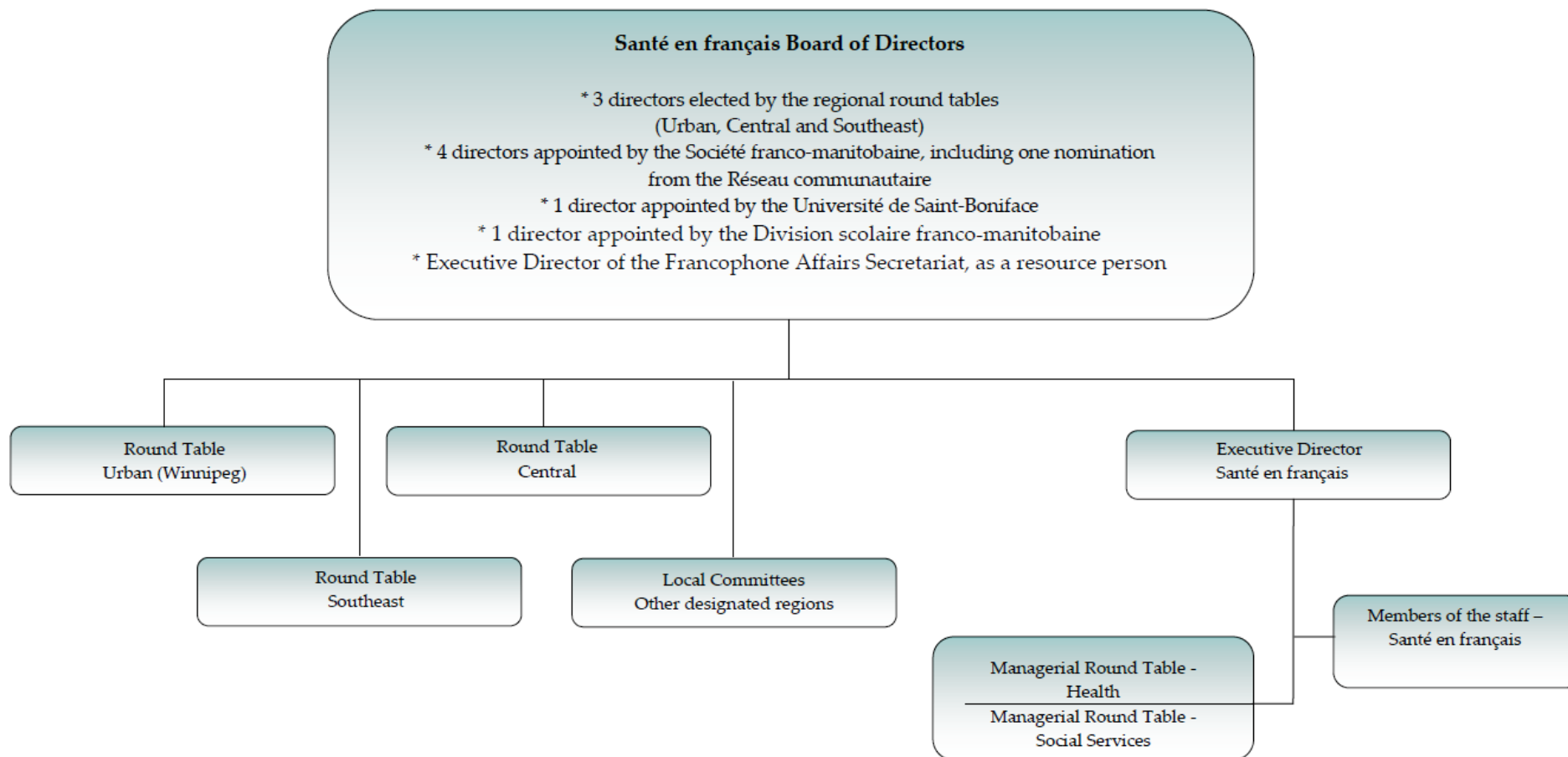


MAP OF DESIGNATED AREAS
UNDER THE GOVERNMENT OF MANITOBA'S FRENCH-LANGUAGE SERVICES POLICY



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SANTÉ EN FRANÇAIS ORGANIZATIONAL CHART



DESIGNATED BILINGUAL FACILITIES, PROGRAMS, SERVICES AND AGENCIES

DESIGNATED BILINGUAL FACILITIES

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DESIGNATED BILINGUAL PROGRAMS AND SERVICES

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DESIGNATED AGENCIES

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