



# HDGH Board of Directors Meeting

5:30PM

June 26, 2024

1453 Prince Road, East Wing Admin Boardroom (2nd Floor  
EW-2312)

Windsor, N9C 3Z4



## June 26, 2024 HDGH Board of Directors Meeting

### Agenda

5:30PM	<b>1.0 Call to Order</b>		K. Blanchette
	1.1 Land Acknowledgement and Prayer/Reflection - 3		K. Blanchette
	1.2 Confirmation of Quorum		K. Blanchette
	1.3 Declaration of Conflict of Interest/Duty		K. Blanchette
5:32PM	<b>2.0 Special Recognition; Dr. Len Cortese</b>		K. Blanchette & S. Cunningham
5:52PM	<b>3.0 Consent Agenda</b> Motion: to approve the Consent Agenda for the June 26, 2024, HDGH Board of Directors Meeting, consisting of the recommendations and reports	Approval	K. Blanchette
	3.1 Items for Approval		
	3.1.1. Agenda; June 26, 2024		
	3.1.2 Minutes of Previous Meeting; May 22, 2024 - 4		
	3.2 Items to be Received		
	3.2.1 Chief Nursing Executive Report - 7		
	3.2.2 HDGH Foundation Executive Director Annual Report - 9		
	3.2.3 Lead Agency Annual Report - 14		
5:55PM	<b>4.0 Board Decisions/Oversight</b>		
5:55PM	<b>4.1 French Language Services Plan - 20</b> Suggested Motion: THAT the French Language Services Plan be approved as presented	Approval	K. Blanchette
	<b>5.0 Executive Highlights</b>		
6:00PM	5.1 President and Chief Executive Officer Report	Information	B. Marra
6:05PM	5.2 Board Chair Report	Information	K. Blanchette
6:10PM	<b>6.0 Adjournment</b> Next Meeting: September 25, 2024		K. Blanchette
6:10PM-6:20PM	<b>Break and Media Questions</b>		



## Land Acknowledgement

We would like to acknowledge that we are meeting in the traditional territory of the Three Fires Confederacy of First Nations, which includes the Anishinaabe (Ah-nish-in-ah-bay), the Odawa (O-da-wa), and the Potawatomie (Pon-A-Wata-Me). people.

We also acknowledge that many Indigenous people crossed this area in their travels due to the surrounding waterways.

## Prayer

Enlighten each one of us as we are called to help and to serve those around us,  
May our decisions and actions bring forth justice and healing.  
May we embrace those around us with the same tenderness that we ourselves require,  
We pray for God's supportive love, wisdom and peace in all that we do.

Amen

### Directors Present

K. Blanchette, Chair, P. Soulliere, Vice Chair, B. Payne, Past Chair, K. Bortolin, C. Gallant, L. Haugh, C. Stan, D. Wellington, M. Winterton

### Directors Absent

J. Clark, A. Daher, M. Galvin

### Ex-Officio Present

B. Masotti, Patient Family Advisory Rep., J. Topliffe, Patient Family Advisory Rep., F. Bagatto, CHI Director, L. Lombardo, CHI Director, B. Marra, Chief Executive Officer, Dr. A. Steen, Chief of Staff

### Ex-Officio Absent

Dr. Priya Sharma, President Professional Staff Association

### Administration Present

C. Kondratowicz (Recording Secretary), S. Laframboise

### Guests

Various Media, Kathy Quinlan, Interim Chief Nursing Executive, Nicole Crozier, Patrick Kolowicz, Judy Lear-Zylstra, Martin Thompson, Nick Metivier, Hilton Gomes, Olfat Sakr, Sarah Stockford

## 1.0 Call to Order

The Board Chair called the meeting to order at 4:30PM

### 1.1 Land Acknowledgement & Prayer/Reflection

The Chair read the land acknowledgement followed by the HDGH prayer.

### 1.2 Confirmation of Quorum

Confirmed.

### 1.3 Declaration of Conflict of Interest/Duty

None.

### 1.4 Recipient of 2024 Lifetime Achievement Award

K. Blanchette presented Frank Bagatto with the 2024 Lifetime Achievement Award from Catholic Health Alliance of Canada. This prestigious award recognizes individuals who are leaders in their community, and who have inspired, mentored and contributed significantly to strengthening the Catholic health ministry.

## 2.0 Board Education

### 2.1 EDI/WMS/Spiritual Health

Nicole Crozier, Patrick Kolowicz, Judy Lear-Zylstra, Martin Thompson, Nick Metivier, Olfat Sakr and Sarah Stockford were present and highlighted the following items:

- Mental Health & Addictions Indigenous Peer Support Worker
- Communications & Mission Portfolio
- A Collaboration: Indigenous Health & EDI – A patient story – Palliative Care was shared
- A Shared Vision: WMS & Spiritual Health – A client story was shared
- Blessing of the Hands

### 3.0 Consent Agenda

The Chair asked if anyone wished to remove anything from the Consent agenda to the full agenda for discussion.

#### 3.1 Items for Approval

3.1.1 Agenda; May 22, 2024

3.1.2 Minutes of the Previous Meetings; March 20, 2024

#### 3.2 Items to be Received

3.2.1 Chief Nursing Executive Report

**Upon motion duly made, seconded, and unanimously carried, the May 22, 2024 Consent Agenda, consisting of the recommendations and reports be approved as presented.**

### 4.0 Board Decisions/Oversight

#### 4.1 2024 Annual Report to Sponsor

The Board requested that revisions be made to remove acronyms and corrections to spelling.

**Upon motion duly made, seconded, and unanimously carried, the Board of Directors approved the 2024 Annual Report to the Sponsor as amended.**

### 5.0 Executive Highlights

#### 5.1 Chief of Staff Report

Dr. A. Steen

- Professional Staff reapplications will be presented to the June MAC meeting and then to Board at their June meeting.
- Review of Professional Staff by-laws completed and will be presented to the MAC and Professional Staff for approval.
- The scorecard program is now functional. The Quality Scorecard for physicians was briefly discussed. This reports on medication entry by physicians, treating patients with respect, etc.

#### 5.2 President and Chief Executive Officer Report

B. Marra provided a verbal report highlighting the following:

##### i. Inquest Report

- Recommendations provided in the report are tied to evidence presented during the inquest. Jury recommendations #6 - #15 are related to HDGH.
- Endorsement of recommendations demonstrates HDGH's commitment to continuous improvement and shows our willingness to take proactive measures to enhance the safety and well-being of both our patients and staff members.
- Response required by October 9, 2024

**Upon duly made, seconded, and unanimously carried, the Hôtel-Dieu Grace Healthcare Board of Directors endorsed the Inquest Jury Recommendations #6-15 as outlined in the Verdict Explanation report.**

- ii. OHA Strategic Plan 2023-2027
  - Newly launched strategic plan (April 2023) which focuses on four strategic drivers (High Performance Health Care System; Indigenous Health; Hospital Enabled Research and Education; and Integrated Data)
  - B. Marra along with the HDGH Chair, Dr. K. Blanchette and HDGH Board Director, D. Wellington (OHA Board Member) attended the OHA Leadership Summit in Toronto.

### 5.3 Board Chair Report

K. Blanchette provided a brief update.

- The OHA Leadership Summit in Toronto was well attended and it was nice to meet with other hospital Board Chairs. A Board Chair engagement session was facilitated to discuss key hospital governance issues, including discussions around innovations and leadership needed to guide hospitals into future and explore solutions to inform health system change at the local, regional and provincial levels.

### 6.0 Date of Next Meeting

June 26, 2024

### 7.0 Adjournment

The Board Chair adjourned the open meeting at 5:26PM

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Bill Marra, Secretary

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Ken Blanchette, Board Chair



## CNE Report for Board of Directors Meeting

FOR DECISION     FOR ACTION     FOR INFORMATION     FOR TRACKING

**Date:**

**Author:**

**Subject:**

### UPDATE

Summer comes fast. The sky blazes blue, the sun beams bright yellow, and the flowers are beautifully blooming as are HDGH's initiatives around staff development, education and training. I am pleased to provide you this update that includes some of our clinical highlights.

#### Nurse Extern Program - Resuming in June!

This is a Ministry of Health lead initiative for Healthcare Organizations. This is a program that helps to fund nursing students to be employed as unregulated care providers to work under the supervision of a regulated care provider as well as an Extern Mentor Coordinator role to provide clinical supervision. We have 12 nurse externs that will be going through orientation in June and will work in our CMC and Rehab units with oversight from the Clinical Coordinator. They will also have opportunities to job shadow in other programs and services here at HDGH. We are thrilled to resume this program as it has been notably successful in succession planning for future employees.

#### Clinical Scholar Program

This is another Ministry of Health initiative that supports funding for experienced nurses with strong clinical skills and competencies who work in supernumerary positions to provide clinical mentorship to other nurse mentees. We had great success with this program last year and utilized it to provide new hires with extra orientation if required, and provide current staff that are identified with clinical support in areas such as:

- Time Management
- Medication Administration
- Communication; Shift report or hand off
- Documentation
- Knowledge base and critical thinking

#### Restorative Care

Monthly education sessions continue to be offered for our staff, May's education session was on "Code Blue" response and documentation review, which involved several breakout sessions for staff to participate in. June's session will be held in the Brown Auditorium and is opened for all staff, both clinical and support staff. We have a guest speaker; Danielle Campo McLeod who is a Canadian Paralympic swimmer that will share her own personal patient story as she spent time both in Acute and Post acute care (HDGH).

#### Additional Highlights:

And the last two updates I would like to share with you 1) HDGH received three (3) additional years of Addictions Recovery funding. This funding supports the integration of nursing into the intensive bed-based WMS setting; which assists strengthen the care delivery model, improve safety and quality, and assists wrap the interprofessional expertise around the needs of the patient/family. 2) Through the Ontario College of



Pharmacy (OCP) the Pharmacy Accreditation was carried out on Wednesday, April 17th; our Formal Report was received and overall we did very well! Through the Patient Safety Professional Practice Safe Med Committee a working group has been engaged to work on action plans.

Respectfully submitted by:

Kathy Quinlan, Interim CNE, Director of Professional Practice, Pharmacy, IPAC and Geriatric Services



# HDGH Foundation Report 2024



This report encompasses activity in the Foundation since the last report presented in June of 2023.

Last year the **Fore! Ever in our Hearts Charity Golf Classic** was hosted in partnership with Board Director, **Colleen Jershy** in memory of her father, **Alan Kennedy**. The day’s weather was perfect and we were able to sit together for dinner in lieu of the “meal to go” format experienced the year prior. This event raised \$71,000 with proceeds supporting our **Cardiac Wellness** program.



In addition to our annual tournament, Board Director **Lynn Lee** organized a golf tournament on August 28, 2023 in memory of her good friend and colleague **Steven Jelich**. **The Hole in our Hearts Golf Tournament** also supported the **Cardiac Wellness** program. This tournament raised an impressive \$108,000!

At the time of the writing of this report, the **2024 Charity Golf Classic** is just around the corner. As I type this very line, our team lead for the event has just announced it is officially SOLD OUT! Kudo’s to the team.

At the time of the Board meeting, the event will have already taken place but for those that could not join us, here are some highlights. This year the event will support the **Outpatient Rehab Renovation** project and will honour a longtime supporter of HDGH, **Lou Panontin**.



In addition to their financial support, Lou’s wife Nina has been a long standing member of our Gala committee. Her involvement dates back to our days on Ouellette when she co-chaired the Venetian Masked Ball (2011) and Spanish Noches (2012). Her support continued to this site where she remains an active member of the Gala committee.

As the tournament is in support of OP Rehab, we have **Danielle-Campo McLeod** as a guest speaker at the event as well as **Larry McRae**, former OP Rehab patient.



In 2023 we were fortunate enough to enjoy third party event support from **Mackenzie Cassidy** who presented **Run Through the Orchard**. This 5K Run and Walk held at Kranicz Orchards, was a great success raising over \$35,000 for outdoor play improvements for the children in our Glengarda program at the **Regional Children’s Centre**. Thank you is also extended to **Dave Cassidy** for his efforts in securing sponsorship for the event.

Supporting our **Age Wise** program, the **Walkerville Fun Run and Walk** was another third party event held in 2023. The organizers have chosen us to be the recipient of this event again – it will take place on September 22, 2024. Last year this event raised \$2,127.

The **Cyber Attack** resulted in the cancellation of the Big Party and caused intermittent issues with our online donation module. While we were grateful that all monies were safe and secure, we did not receive communications when donations were processed, resulting in some confusion for both the donor and ourselves. We were able to issue a hard copy tax receipt to donors. Normal order of business would have been a tax receipt emailed directly to online donors immediately following their transaction. Having our internet provider work directly with Transform, we were able to correct the issue and there will be no long-lasting problems with our online system.



The other fundraising endeavor that was impacted by the cyber-attack was the **2023 Giving Tuesday** initiative. We had plans to push our Giving Era campaign, a play on the very popular Taylor Swift Eras Tour. We had hoped to make a bigger impact with this campaign had technology been in good working order -- a very important element of an online giving campaign. Despite our disappointment, we still managed to raise \$1,000 - funds we would not have received otherwise.

In 2023, we were selected for two **Windsor Spitfire** home games, helping to promote ticket sales with an exclusive promo code. We received \$5,000 in support directed towards the **Patient Benevolent Fund** from the proceeds of a 50/50 draw at the games.



Earlier this year the **Tragically O’Hip** led by **Dr. Len Cortese** presented **Songs for the Heart** at Ciociaro Club on February 9<sup>th</sup>. The event, which included a meal and special guest performers, had nearly 500 people in attendance and raised \$33,500 for **Cardiac Wellness**.

The **Employee and Physician Giving Campaign** ran the month of February and those that donated \$5/pay or more, received an HDGH Foundation Duffel Bag. There were draws for those signing up or renewing and a pizza party for the department that raised the most. This campaign averages around \$24,000 annually in support of a variety of **HDGH programs**.



For the third time, the **Mayor of Tecumseh Golf** tournament will support HDGH, specifically the **Cardiac Satellite Clinic** to be located in the town of Tecumseh. There are a number of requirements that must be fulfilled when selected as a recipient; some of which include acquiring sponsors, golf foursomes and prizing. If you know of anyone wishing to take part, we ask that you work with our office, so that it is clear to the Mayor’s team that we are connected to the specific sponsorship/registration. The event is set to take place at Beach Grove on September 9<sup>th</sup>.

**The Great Leap Frog Drop** is a raffle with a Frog featured in the fundraisers' social campaign. The draw will be held during two periods at a Spitfires game in late October/early November. We await the Spitfire's final home game schedule, however they have agreed to have the draw between periods. In addition, we will sell small rubber frogs before and during the game for a "frog toss" (similar to the format of a puck toss) as a fun way to incorporate the frog theme and to raise additional funds. Proceeds from this raffle will benefit the **OP Rehab Campaign**. A huge debt of gratitude is owed to Board Chair, **Dave Cassidy** who raised sponsorship funds to help secure the raffle prize – a 2024 Chrysler Pacifica Touring-L FWD. Ticket buyers will have a 1 in 2,500 chance of winning the vehicle at a ticket price of \$50.



We will be replacing the Heart Breaker Challenge with a similar event that does not include mud and allows for a children's challenge to take place earlier in the day. The **Adventure Challenge** will take place at Lakeside Park in Kingsville on September 14<sup>th</sup> and the registration site is now live. Teams can register at: <https://raceroster.com/events/2024/88842/adventure-challenge>

The most cumbersome task of the former event was the creation of the obstacle course which was prepared over the span of 3 days by volunteers. We are working with a company in Coldwater, Ontario whose obstacles can be set up in 2-3 hours and dismantled, by their crew, at the end of the event day.

The Challenge is 5km in length, broken up into a variety of different tasks, designed for participants of all athletic abilities with a focus on team building and problem solving. The course is run in teams of four. Proceeds support the **Outpatient Rehabilitation Campaign**. Promotion of this event has already begun through Constant Contact, the Foundation's socials, on the Race Roster site and interviews have already taken place to help publicly kick off the event. In addition, capitalizing on the popular HBC social pages, participants and interested audiences can follow along for exciting event updates at: <https://www.facebook.com/HDGHAdventureChallenge>.



We will be hosting the **Big Party** on Friday, November 8<sup>th</sup> at Ciociaro Club of Windsor. The evening will include appetizer stations provided by restaurants throughout Windsor-Essex, live music presented by Ciao, and a delicious meal provided by the team at Ciociaro.

We will be joined by special guest speaker, **Kendra Fischer**, past member of Team Canada's hockey program, 3X world inline hockey champion, Coach and CEO of Mentally Fit. Kendra, who states she was forced to walk away from her dream, will share more about her mental health journey that evening. The Big Party raises funds for HDGH's **Mental Health and Addictions** programs.



The launch event of the **Annual Tree of Lights Campaign** in 2023 was very well attended by employees and guests. \$26,500 was raised to support the **Employee Education Fund**.



This year's campaign launch will take place on **Tuesday, November 19 at 11 am**. The campaign, in its 38<sup>th</sup> year, will support the **Patient Benevolent Fund**.

For those that are not familiar with it, Tree of Lights is a direct mail appeal to our donor database. It provides an opportunity to remember loved ones during the holidays. A paper ornament, bearing their name, is placed on our Christmas tree in the lobby and another mailed to donors for their tree. The launch event incorporates a representative from each department hanging an ornament after sharing who they are honouring. We hope you can join us on November 19.

The **Comfort Spa** program provided by the team at **Transition to Betterness** has launched using students from the **St. Clair College** aesthetics program for haircuts, shaves, light massage, etc. T2B also continues to support the patients on the **Palliative Unit** with free parking passes for their families, a comfort cart with snacks and beverages, free Netflix accounts, blankets and their holiday meal program.



*Imagine*

There has been a variety of activity related to the **Outpatient Rehab Campaign** with one-on-one meetings and proposal presentations.

Stewardship of our larger donors that have committed to date continues as well. There are a number of site tours taking place in the coming month.

New donors that were not initially identified during the feasibility phase, have been added to the queue for solicitation, some of which have already been initialized. The Case Proposal has also been updated to reflect the change in Foundation leadership. Related to the campaign, a social media schedule aimed at increasing awareness of our Rehab program with fun facts and statistics is being finalized as a prelude to the campaign entering the public stage.

The Development Committee of the Board is currently identifying which service provider to move forward with in the area of **Planned Giving**. An investment of time and funds now will assist us in securing future planned gifts.

The Foundation has engaged **Chihab Kaab** to lead us in our **Strategic Plan** process. As a first order of business, Chihab will meet with the Foundation Board of Directors followed by sessions with key stakeholders. The hospital Board of Directors, who are the Members of the Fndn Board, will be engaged in the process. Details will be shared as they are available. As in the past, the Foundation Board is committed to aligning our strategic priorities to areas that will assist the hospital to achieve its strategic goals. Chihab is familiar with the hospital's plan and it is ideal to be working with him on the Fndn plan as well.





**Upcoming Dates**, includes confirmed internal events:

June 26	Staff Development Session featuring Danielle-Campo McLeod
September 9	Mayor of Tecumseh Golf Tournament
September 14	Adventure Challenge
September 22	Walkerville Fun Run and Walk
Sept/Oct	Frog Drop Raffle
October 9	HDGH Awards and Recognition Event (Service Awards)
October 7-11	Employee Appreciation Week
November 8	The Big Party
November 19	Tree of Lights Campaign Launch
December 1	Employee Children's Christmas Party
December 4-6	Employee Christmas Luncheons
December 7	Volunteer Christmas Luncheon

On the last event date above, the ***Volunteer Christmas Luncheon***, we hope that you will consider joining us on **December 7<sup>th</sup> in the Chrysler room** for fun, fellowship and a delicious lunch.

Respectfully,

*Barbara Setten*

Executive Director  
HDGH Foundation

# Lead Agency

## Child and Youth Mental Health

### Windsor-Essex

June 2024

Submitted by Lori Kempe, Executive Lead, Child and Youth Mental Health



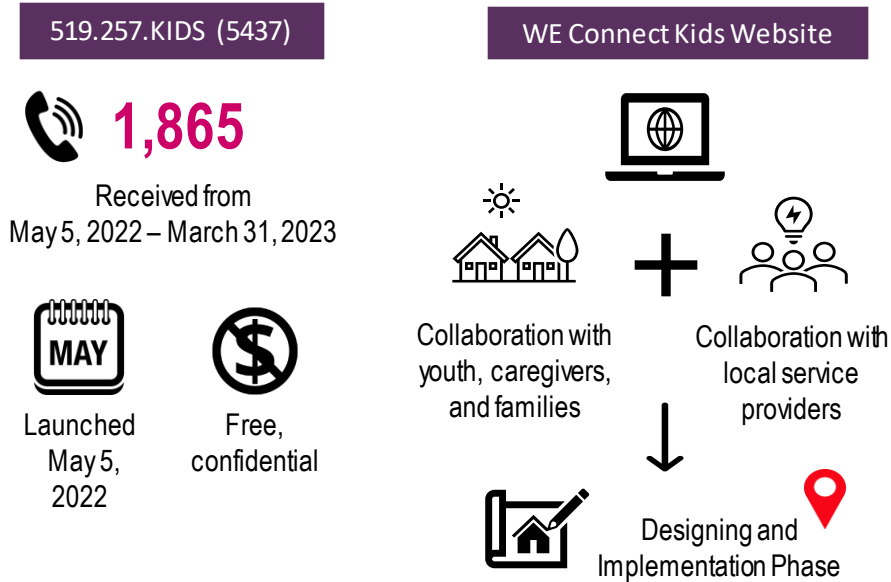
HÔTEL-DIEU GRACE  
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# WINDSOR ESSEX CHILD & YOUTH MENTAL HEALTH

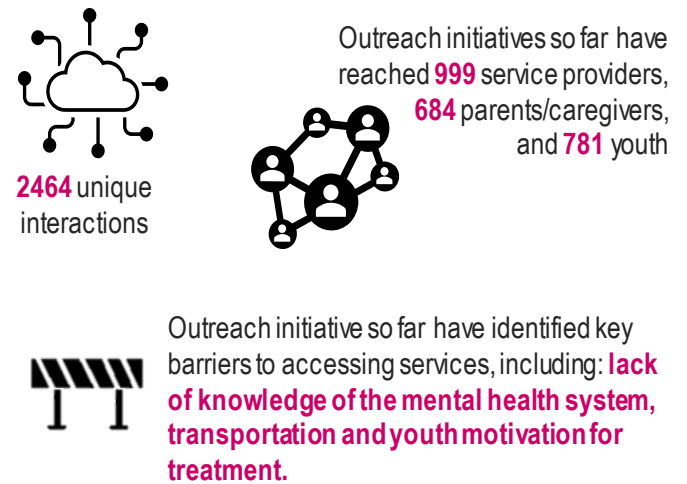
Summary of the Three Year Planning Cycle  
2020 - 2023

## PROGRAMS

### Coordinated Access



### Family Navigation



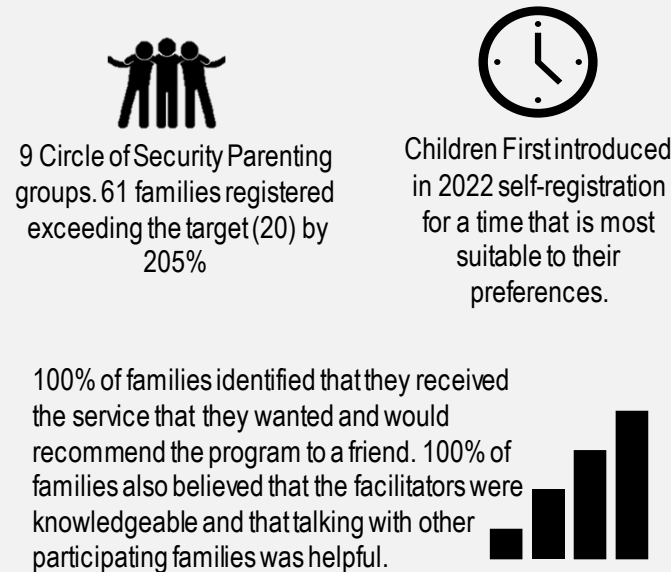
## SERVICES

Fiscal Year 2022

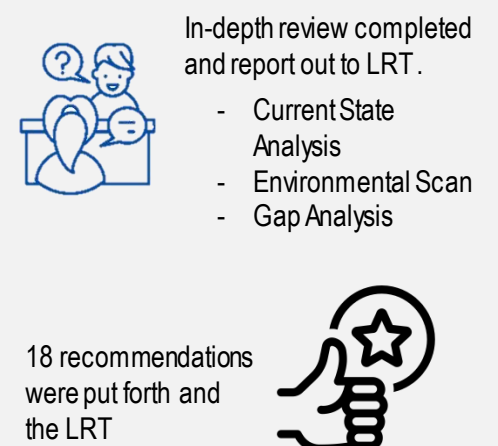
### Counselling & Therapy services



### Family Capacity Building & Support



### Local Resolution Table Review

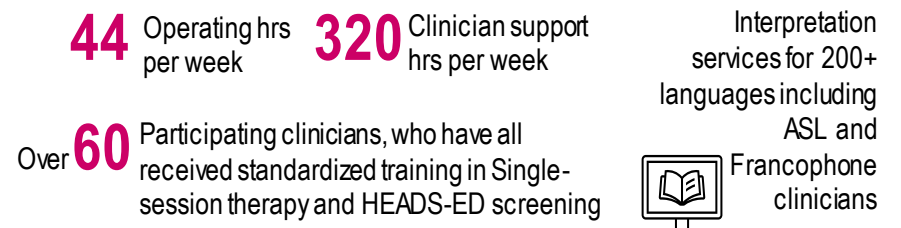


## Provincial Walk-In Clinic (One Stop Talk)

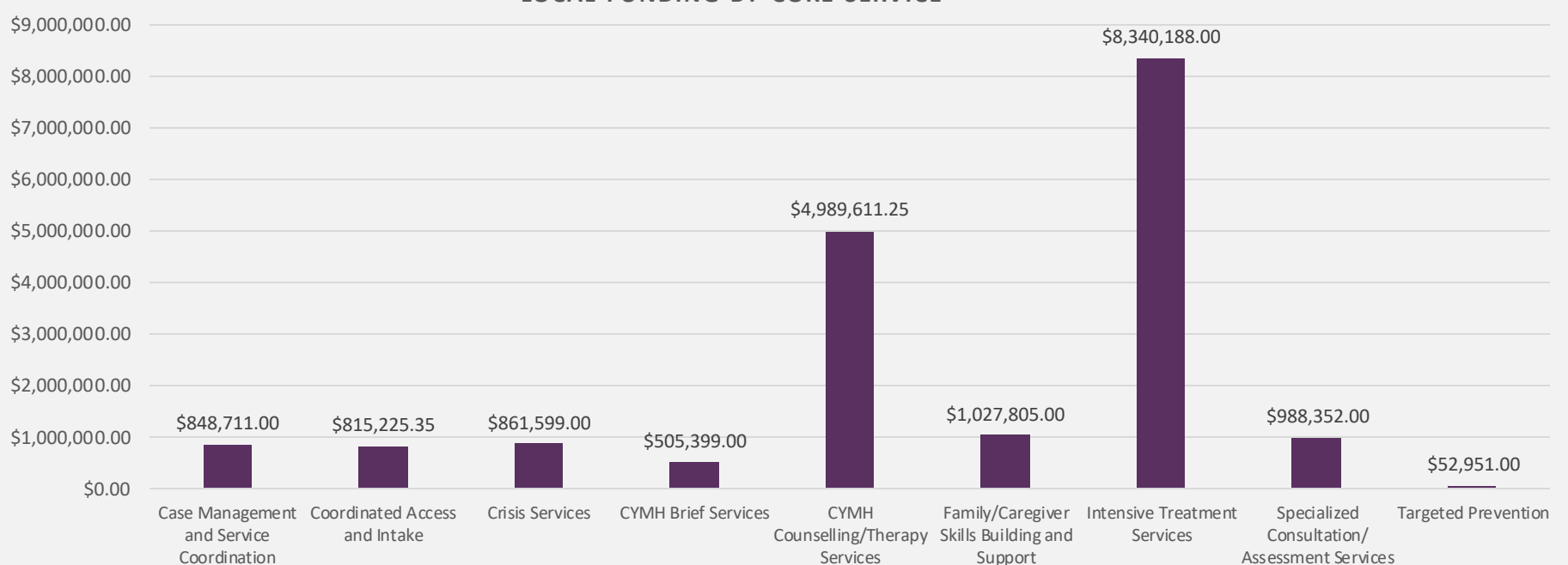
### Coverage and Capacity



### Comprehensive Service Access



## LOCAL FUNDING BY CORE SERVICE



## Lead Agency, Child and Youth Mental Health Windsor-Essex

The Ministry of Health expects Lead Agencies to engage with Core Service Providers and other relevant community partners (e.g., school boards, hospitals) in their service area to develop and seek support for their proposed 3-year plan to create consensus-based changes to the greatest extent possible.

### Engagement

To understand the current landscape and potential future directions for service improvements over the next three years, we conducted a comprehensive environmental scan.

The Executive Director of the Lead Agency conducted a series of individual engagement sessions with all community partners serving children, youth, and families (from birth to 18 years old) for the purposes of sharing insights about the current state of the mental health and addictions system for children and youth and document the challenges, gaps, and areas of improvement for supporting families from each of their perspectives.

One focus group was held with parents/caregivers and three separate focus groups were held with children and youth. Through these engagement sessions, we were able to co-create an engagement survey for children, youth, and families in Windsor-Essex.

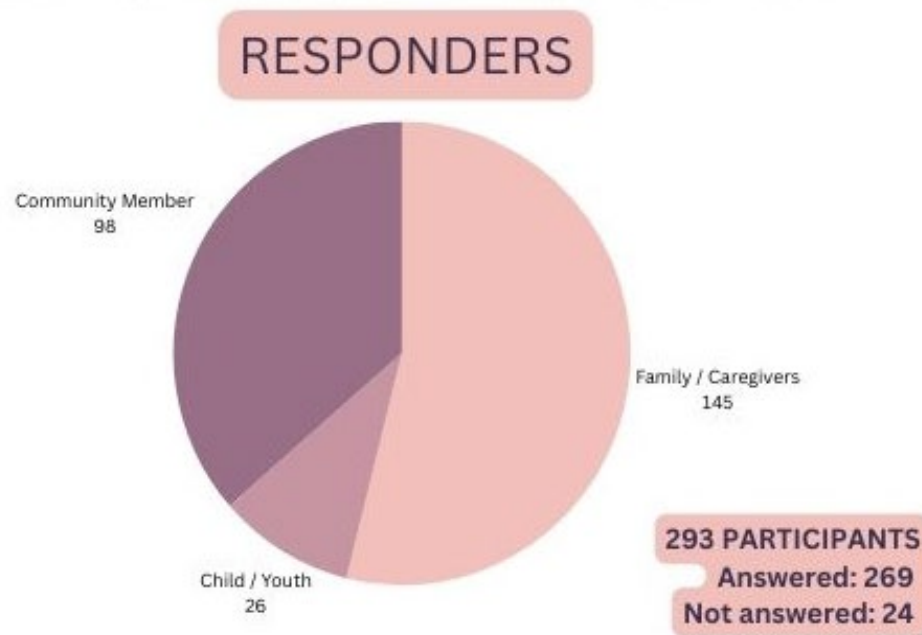
Two surveys were conducted:

- 1) One survey was conducted for our community's service providers with the Director's Forum members.





A second survey was conducted with families and youth.



The surveys that were co-designed with youth and families and the Director’s Forum were then disseminated widely among the Core Service providers, Director’s Forum, through the City of Windsor, Children’s Services Child and Youth Planning Committee, Child Care Supervisor Network, Early Years Network, recreational centers, churches, the Mental Health and Addictions Network and all four school boards. The promotional material for the survey were shared on social media platforms and was translated to the top five languages in Windsor-Essex – French, Arabic, Mandarin, Punjabi, and Spanish, to facilitate equitable engagement from families with diverse cultural and racial backgrounds.

**Results:**

Survey responses were gathered from 165 Core Service Providers, 269 Windsor-Essex community members and families (notably just under 50% of respondents from the community indicated that they resided in our county areas, which was identified as a challenge to engagement in the previous 2020-23 Multi-Year Plan), and from two in-person workshops with 23 children and youth. Common themes and key findings were pulled from each data collection.

**Themes:**

**Core Service Providers**

- Wait time for services
- Lack of access to services
- Funding

## Community

Windsor-Essex community members and families:

- Accessibility and affordability of services
- Streamlining the referral process
- Providing more consistent quality care
- Early intervention
- Improving communication among service providers and families

## Children & Youth

Through the two separate workshops with children and youth the key themes were:

- How they would like to interact/access services (e.g., via text messages)
- Stigma around mental health
- Reduce wait times for services
- Being able to have a voice in their care
- Peer support

## Multi-Year Plan Goals and Priorities

**Four priorities were identified for Core Service Providers:**

1. Offer 24/7 Crisis services
  - Develop guidelines and clear clinical pathways and organizational structures and practices that support inter-provider communication.
2. Reduce waitlist of intensive treatment services
  - Plan, develop, and implement a child and youth intensive outreach program.
3. Re-align Mental Health Respite service for families with children receiving core mental health services
  - Updated referral/intake process and the timeline for services. Ensure community-based respite is appropriate for the child, as reflected on treatment plans, and that any health and safety risks are clearly defined.
4. Increase accessibility of addiction services for children and youth
  - Identify gaps, needs, and improve system navigation and compile and house all addiction service information on the WE Connect Kids website and 257-kids.

**Three priorities were identified for community mental health services:**

1. Create a system of care
  - Collaboratively develop a system approach with sector service providers for barrier-free access to mental health care for children and youth.
2. Improve wait-times for services by creating a clear pathway between school and community

- Leverage the provincial work and the collective aspirational vision for a school-community system of care. Build a system where our sectors work together to firmly place children, young people, and families at the centre.
3. Identify community solution for best supporting and building capacity for parents and caregivers
- Develop, implement, and evaluate a new community solution for parenting/caregiver programming through facilitating a series of human-centred design labs.

### Moving Forward

Our goal is to continuously monitor these initiatives, improve access to child and youth mental health services, and to build on the quality of the services offered in Windsor-Essex service area through evidence-informed decision making.

Over the course of the multi-year planning cycle, our goals are to continue to engage our Core Service Providers, community agencies and youth and families with lived or living experience as we seek to achieve the priorities outlined in the multi-year plan. Some of the engagement activities will include but are not limited to:

- Quarterly meetings (or as needed) with Core Service Providers to discuss planning, implementation, evaluation, and dissemination of the three priorities for core services
- Quarterly meetings (or as needed) with Directors Forum to engage community service providers in the planning, implementation, and evaluation of priorities for community services
- Quarterly meetings of the service area Data Quality committee, focusing on gaps in data collection, and service outcomes.
- Action and implementation teams will be put in place and meet, as needed, to support the work outlined in the three priorities for core services.
- Ongoing engagement of our community through our children, youth and family engagement committees will occur through various forums including parent and family engagement committees and child and youth committees. These committees support a variety of work that is conducted at each Core Service Provider and will be engaged for input and feedback on the planning, implementation, and evaluation of our service area priorities.
- Ongoing engagement of broader community as needed and appropriate, through mechanisms such as the new WE Connect Kids website, which was highlighted as a key opportunity through our engagement process.

**DESIGNATION WORKPLAN TEMPLATE**

**DATE:** 5/13/2024

**NAME:** Hôtel-Dieu Grace Healthcare

No	Designation requirements	Mandatory elements/ Supporting documents	Best practices	In place?	Items is in place	Actions	Who	When
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**GOVERNANCE**

1.	Resolution adopted by the board or governing body to seek a designation	<ul style="list-style-type: none"> <li>The resolution must clearly identify the type of designation (full or partial) and the services targeted.</li> <li>Ensure that the resolution is signed and attested to by an individual/individuals authorized to sign on behalf of the organization (for instance, the chair of the board of directors or governing body).</li> </ul>	<ul style="list-style-type: none"> <li>The organization may further strengthen their commitment for FLS by way of a by-law.</li> </ul>	No	If the organization applies for designation, consideration will be given at that time.	Will aim to complete requirements in absence of designation  Decision to be made by ELC and supported by HDGH Board Re: pursuit of designation	Bill Marra	TBD
2.	Policy framework for FLS to support the current and future offer of FLS	<ul style="list-style-type: none"> <li>Ensure that the policy framework confirms the existence of a current and future offer of FLS.</li> </ul>	A FLS policy framework should include, but is not limited to, the following: <ul style="list-style-type: none"> <li>a commitment to FLS and the Francophone community served</li> <li>the responsibilities and commitment to FLS of third parties with which the organization enters into service delivery agreements, to the extent that these agreements pertain to the delivery of designated services</li> <li>a strategic direction on FLS</li> <li>a clear accountability framework for the delivery of quality FLS, including a survey on the quality of services offered and a complaint process</li> <li>policies and procedures to support the delivery of FLS, including detailed guidelines for the active offer of FLS, such as the organization's front desk, signage, and verbal and written communications (such as voice messages and email signatures, website, the development and distribution of materials), etc.</li> <li>translation and quality assurance processes</li> <li>a recruitment process for qualified bilingual staff and volunteers; FLS training and orientation for staff in designated bilingual positions (this could also be found in the human resources policy regarding FLS)</li> </ul>	Yes	A French Language Services Working group was formed in September 2016 and as of January 2018 has evolved into a French Language Services Advisory Committee, including two volunteer members of the francophone community, one of whom is a patient/family representative. In 2022, HDGH adopted a French Languages Policy after consultation with the FLSA Committee. In 2024, HDGH transitioned, the Advisory Committee to a sub-group within the Equity, Diversity, Inclusion Alliance. The FLSA Policy is reviewed as part of a policy schedule review so that will remain ongoing.	Updating of Policy on frequent basis	Nicole Crozier	Review of policy occurred in May of 2024

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No	Designation requirements	Mandatory elements/ Supporting documents	Best practices	In place?	Items is in place	Actions	Who	When
3.	Detailed statement describing the responsibilities of the board of directors or governing body and the senior management team with respect to FLS, as agreed on by the board or governing body	<ul style="list-style-type: none"> <li>Provide a copy of the detailed statement.</li> </ul>	<p>A detailed statement on responsibilities could highlight the commitment of the board and senior management to:</p> <ul style="list-style-type: none"> <li>being representative of and serving the community well, including Francophones</li> <li>supporting, tracking and remaining accountable for the quality of FLS delivered</li> <li>ensuring that employees are aware of their FLS obligations and that resources are made available to support the delivery of FLS. It is recommended that all staff, including members of the board of directors or governing body and management, receive training and orientation on FLS legislation, requirements and obligations</li> <li>ensuring that complaints are addressed and resolved in a timely manner</li> <li>reviewing the quality of FLS delivery</li> </ul> <p>To ensure Francophone representation, organizations could:</p> <ul style="list-style-type: none"> <li>promote the participation of Francophones on their board of directors or governing body and relevant committees to engage them on subjects pertaining to the Francophone communities served</li> <li>consider having proportional representation of Francophones in the community served on the committees of the board of directors or governing body</li> <li>promote recruitment of board members or members of the governing body within the Francophone community</li> <li>be actively involved with the Francophone community they serve. For example, organizations could:</li> </ul>	Yes	<p>Yes - statement is as follows: HDGH Hospital By-Laws updated: Update Feb 2019: statement recommended to Bylaws Committee of the Board as follows:</p> <p>Article XX French Language Services</p> <p>(a) The Board of Directors is committed to</p> <ol style="list-style-type: none"> <li>the active offer of French Language Services</li> <li>the provision of French Language Services upon request</li> <li>inclusion of the French Language Services Plan in new Director orientation</li> <li>endeavor to achieve Francophone representation on the Board of Directors ;</li> </ol> <ol style="list-style-type: none"> <li>1 Francophone per board of 9 or less OR</li> <li>2 Francophones per board of 10 or more</li> </ol>	Annual review of Bylaws per HDGH Board	Candice Kondratowicz	Approved February 2019

**DIRECT SERVICES TO CLIENTS**

4.	All telephone services, including voice messages and interactive response systems, are actively offered in French	<ul style="list-style-type: none"> <li>Provide copies of voice messages scripts.</li> </ul> <p>Ensure that:</p> <ul style="list-style-type: none"> <li>reception lines and general inquiry lines are answered using a bilingual greeting</li> <li>calls to staff in designated positions are answered in both English and French</li> <li>the automated system offers callers an English and French option and information on how to access services in French in both languages</li> </ul>	<ul style="list-style-type: none"> <li>Staff in unilingual positions that may receive calls from the public in French are provided with key sentences in French to redirect French-speaking callers to bilingual staff</li> <li>If communication with the public occurs virtually (for instance, via Zoom, Skype or Teams), staff should ensure that invitations and other communications with the public contain instructions in French</li> </ul>	Yes	As per approved FLS Plan (2017-2020) HDGH strives to meet the principles of active offer of French Language Services when requested via: transfer to a bilingual switchboard operator if available; access to interpreter services; access to Patient Advocate as needed; access to designated staff when available. FLS at HDGH to date and future recommendations proposed in this 2017-2020 work plan support the continued development of French Language Services at HDGH. The option to continue in French is operational on the HDGH automated answering system.	The main HDGH line is available for individuals in French. Phone number is 519-257-5111	Alison Murray	Ongoing
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5.	FLS are actively offered by the organization at all points of contact. Upon first interaction, clients requesting these services are identified and directed accordingly	<ul style="list-style-type: none"> <li>At points of contact, FLS are clearly communicated. For example, clients are directed to the area where designated FLS are visible, available, easily accessible and equivalent to the quality of services in English</li> <li>Clearly indicate to clients that the organization provides services in French. This can be achieved by answering the phone in both French and English and always offering front desk services in French and English</li> <li>When the services covered by the designation are provided bilingually, the services in French should be offered on the same schedule as that of the services provided in English, and in a way that responds to the needs of Francophones</li> </ul>	<ul style="list-style-type: none"> <li>It is recommended to keep linguistic preference on the client's file to ensure that services are proactively offered in French to them in the future</li> </ul>	In part	Upon admission clients and patients can identify they are Francophone. Preferred language is identified within the EMR. Staff who speak French identify themselves by wearing a lanyard or button. In 2024, HDGH rolled out Voyce, a bedside interpretation service that is available to patients and clients right at the bedside. Both audio and video interpretation is available.	Investigate further the ability for reception across HDGH to answer in both English and French	Nicole Crozier	TBD
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No	Designation requirements	Mandatory elements/ Supporting documents	Best practices	In place?	Items is in place	Actions	Who	When
6.	Contracts signed with third parties that offer services to clients on behalf of the organization seeking designation contain clause(s) stating their obligations to ensure the quality and active offer of FLS to clients (Only submit documents if you signed contracts with third parties)	<ul style="list-style-type: none"> <li>If the organization currently has agreements with such third parties, provide a contract template (including relevant clauses/schedules)</li> <li>Agreements with such third parties must include a clause stating the third parties' obligation to provide designated services in French</li> </ul>		No	If the organization applies for designation, consideration will be given at that time.	<p>Will aim to complete requirements in absence of designation</p> <p>Decision to be made by ELC and supported by HDGH Board Re: pursuit of designation</p>	Shannon Tompkins	TBD
7.	Mechanisms to assess the quality of the delivery of FLS, such as a survey and complaint process, are available in French and are clearly communicated to clients	<p>Provide:</p> <ul style="list-style-type: none"> <li>copies of both the client satisfaction survey and complaint form in English and French or in a bilingual format</li> <li>a description of the complaint process</li> <li>an explanation of how these mechanisms are communicated to clients (for instance, via email, website, in person, paper form)</li> </ul> <p>When the complaint is submitted in French, it is important to ensure that any communication with the complainant (from intake to resolution) is in French</p>	<ul style="list-style-type: none"> <li>These are helpful mechanisms to receive direct feedback from clients which will help improve the quality of the services provided</li> </ul>	In part	HDGH will accommodate requests for French speaking clients to evaluate the quality of services received in French via translation services, designated staff and/or a French version of patient/client Satisfaction Surveys	Ongoing	Alison Murray and Elizabeth Matte	Ongoing

**VISUAL IDENTIFICATION AND COMMUNICATIONS**

8.	Information on designated services is clearly posted in French on the organization's main webpages. Relevant webpages, including those pertaining to designated services, are available in French	<ul style="list-style-type: none"> <li>Provide hyperlinks of relevant webpages in French in a simple Word document</li> </ul>	<p>Relevant webpages are those that include the following information:</p> <ul style="list-style-type: none"> <li>information on the organization</li> <li>contact information</li> <li>registration information and/or forms</li> <li>career opportunities (when designated bilingual positions are posted)</li> <li>information on events relevant to the Francophone community and online registration (if applicable)</li> <li>feedback forms</li> </ul> <p>To ensure quality of French when translating webpages, organizations are encouraged:</p> <ul style="list-style-type: none"> <li>to use professional translation services</li> <li>to carefully review translations</li> </ul>	In part	<p>As per approved FLS Plan (2017-2020): Recommend: Align with HDGH Accessibility Plan re Information &amp; Communication Standard (IASR) requirements for 2020. Work with Communications Dept. to review the current Internet site for HDGH and investigate options to provide basic information for patients/families in French e.g. PDF linked file or a French information page. Access MoHLTC - Sponsored Translation Services for identified and designated HSP's. Update: HDGH has identified the most frequently visited pages of the website and has proceeded to translate those pages to French. "About Us" page is complete and is also accessible with a reader option in French</p> <p>In May of 2022, HDGH's French Languages Committee identified the pages were difficult to navigate. As such, the HDGH communications team will look at combining resources in a French specific area, in addition to having them within the navigation pane. <a href="https://www.hdgh.org/Francais">https://www.hdgh.org/Francais</a></p>	Ongoing review of the most visited website. HDGH is also exploring the automated translation of all website pages.	Nicole Crozier	Ongoing
9.	Any exterior signage is available in French. If the name of the organization is in English, the signage must indicate that FLS are available	<ul style="list-style-type: none"> <li>Provide photos of the exterior signage in French</li> <li>If signage is not available when the designation request is submitted, but arrangements have been made for displaying the signage within a reasonable delay, submit proof and a timeframe within which the signage will be completed</li> <li>Proof could consist of, for instance, a written commitment of the organization's board of directors or governing body, or an invoice</li> </ul>		In part	RCC external sign translated	Ongoing work through the communications department as signage requests are made	Nicole Crozier	Ongoing

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No	Designation requirements	Mandatory elements/ Supporting documents	Best practices	In place?	Items is in place	Actions	Who	When
10.	Any interior signage is available in French and bilingual employees are identified. If the organization offers partial FLS, French signage must guide the public to the locations where FLS are offered	<ul style="list-style-type: none"> <li>• Provide photos of the interior signage in French</li> <li>• If signage is not available when the designation request is submitted, but arrangements have been made for displaying the signage within a reasonable delay, submit proof and a timeframe within which the signage will be completed</li> <li>• Proof could consist of, for instance, a written commitment of the organization's board of directors or governing body, or an invoice</li> </ul> <p>In the case of partial designation, organizations must submit pictures of signage guiding the public to the locations where FLS are offered</p> <p>For designated services:</p> <ul style="list-style-type: none"> <li>• The public should be able to easily identify employees in designated bilingual positions</li> </ul> <p>Here are a few examples of how to identify bilingual employees:</p> <ul style="list-style-type: none"> <li>• "Je parle français" tags</li> <li>• bilingual voicemail</li> <li>• bilingual email signatures</li> <li>• bilingual signage (for example on office doors and name plates)</li> <li>• bilingual business cards, if applicable (see mandatory elements for Requirement 13)</li> </ul>		Yes	Translation of interior signage is completed, aligning with re-branding of HDGH and AODA standards	Ongoing revisions will include French translations with the support of the Ministry.	Nicole Crozier	ongoing
11.	Admission forms and other documents intended for clients are available in French or in a bilingual format and are actively offered to the French-speaking clientele	<ul style="list-style-type: none"> <li>• Provide samples of forms and documents translated in French</li> </ul>	<ul style="list-style-type: none"> <li>• Admission forms and other documents aimed at French-speaking clients are available and actively offered in French at first point of contact, at the counter, on screen displays and online (if applicable)</li> <li>• Admission forms can include consent/referral forms</li> </ul>	In part	HDGH Patient Guide has been translated into French and printed copies are available on patient units and online; Program Specific Information pamphlets for Complex Medical Care, Rehab and Mental Health Services can be translated upon request within 24 hours. These documents are actively offered to clients who indicate that they wish to receive services in French at time of admission. Bilingual messaging re: public health notices, e.g. Hand Hygiene, Flu Season precautions are incorporated into the Initial Greeting when calling HDGH. Bedside terminals have information buttons in French	ongoing review of the documents provided to patients and families	Nicole Crozier and Alison Murray	ongoing
12.	Correspondence addressed to the organization in French is responded to in French and the organization's letterhead is available in French or a bilingual format	<ul style="list-style-type: none"> <li>• Provide sample(s) of the letterhead(s)</li> </ul>		No	If the organization applies for designation, consideration will be given at that time.	Will aim to complete requirements in absence of designation  Decision to be made by ELC and supported by HDGH Board Re: pursuit of designation	Nicole Crozier	TBD

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No	Designation requirements	Mandatory elements/ Supporting documents	Best practices	In place?	Items is in place	Actions	Who	When
13.	Communications and publications intended for the public concerning services covered by the designation (including pamphlets, brochures, public notices and press releases) are simultaneously available in English and French	<ul style="list-style-type: none"> <li>• Provide samples of recent communications and publications translated in French</li> <li>• Organization staff are not required to have business cards. However, if employees use them, cards must be bilingual for those in designated positions. If applicable, provide a sample of bilingual business cards</li> <li>• Any advertising must also take into account the service being promoted and the clientele targeted. Advertising related to designated services must be available in French or a bilingual format and circulate in Francophone media outlets if appropriate. If applicable, provide a sample</li> <li>For organizations with a social media presence:               <ul style="list-style-type: none"> <li>• Organizations communicating information pertaining to designated services on social media should post to a bilingual account or use two separate accounts (French and English). This includes blogs, Twitter and Facebook pages, etc. The content should be equivalent in both languages. However, it can be adapted to make it more relevant to the Anglophone or Francophone audiences. If applicable, provide a sample.</li> <li>• When consulting with the community through public forums, events or consultations, these meetings, along with their accompanying documents, should be offered in a bilingual format or in both French and English. If applicable, provide a sample.</li> </ul> </li> </ul>	<p>Organizations:</p> <ul style="list-style-type: none"> <li>• have a translation process in place and use professional translation services</li> <li>• implement a reviewing process for translations</li> <li>• make FLS resources (tools and software) available to staff to support quality communication in French</li> </ul> <p>Communications can be available in a bilingual format (both in English and French) or in two separate documents, one in English and one in French.</p>	In part	<p>HDGH Patient Guide has been translated into French and printed copies are available on patient units and online; Program Specific Information pamphlets for Complex Medical Care, Rehab and Mental Health Services can be translated upon request within 24 hours. These documents are actively offered to clients who indicate that they wish to receive services in French at time of admission. Bilingual messaging re: public health notices, e.g. Hand Hygiene, Flu Season precautions are incorporated into the Initial Greeting when calling HDGH. Bedside terminals have information buttons in French</p>	ongoing review of the documents provided to patients and families	Nicole Crozier	ongoing

**ACCOUNTABILITY**

14.	A senior manager has been identified to assume oversight and accountability for the delivery of FLS	<ul style="list-style-type: none"> <li>• Provide a high-level list of responsibilities of the senior manager assigned to the delivery of FLS</li> <li>• Definition of senior manager: Person responsible for the day-to-day tasks of effectively managing the services for which the designation is requested</li> </ul>	<p>FLS responsibilities could be:</p> <ul style="list-style-type: none"> <li>• included in the senior manager's job description</li> <li>• part of the senior manager's annual performance review</li> <li>• integrated in the workplan of management overseeing FLS with key objectives and monitoring of deliverables</li> </ul> <p>The table under Appendix III offers suggestions of a senior manager's FLS-related responsibilities.</p>	Yes	<p>Mary Benson-Albers, Chief Human Resources Officer Chairs the Mission Achievement Team, and the FLS Advisory Committee reports to the MAT. Mary Benson-Albers has overall responsibility for the delivery of FLS and Judy Wylie, Executive Leadership Coach is responsible for the operationalization of the FLS Plan</p> <p>In April 2022, HDGH appointed Director of Communications and Mission with the operationalization of the FLS plan. President and CEO has overall responsibility.</p> <p>In 2024, Director of Communication and Mission, along with Manager of EDII have oversight of the plan however President and CEO has complete oversight of the FLS services.</p> <p>FLSA committee will now report into EDII Alliance as a sub group, with overall reporting to the HDGH Board of Directors.</p>		Nicole Crozier	Completed
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15.	A mechanism is in place to review and address FLS issues and complaints, and a report on FLS accomplishments and issues is submitted at least once a year to the board of directors or governing body	<ul style="list-style-type: none"> <li>• Provide an overview of the mechanism in place to review and address feedback received on the delivery of FLS (from the clientele through surveys and complaints processes such as under Requirement 7, or through other channels)</li> <li>• Provide an overview of the mechanism in place for reporting on FLS to the board of directors and governing body</li> </ul>	<p>Organizations are encouraged to produce an annual report that should:</p> <ul style="list-style-type: none"> <li>• review the status of FLS</li> <li>• report on progress</li> <li>• highlight FLS best practices</li> </ul>	Yes	<p>We have a formal complaint process and a full time Patient Advocate who would ensure that a request to provide feedback in French is accommodated.</p>	Annual reports to the Mission and People Committee of the Board and HDGH Board of Directors	Elizabeth Matte and Nicole Crozier	ongoing
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No	Designation requirements	Mandatory elements/ Supporting documents	Best practices	In place?	Items is in place	Actions	Who	When
<b>HUMAN RESOURCES POLICY AND PLANNING</b>								
16.	Ensure that a mechanism is in place to support the permanency and continuance of FLS	<ul style="list-style-type: none"> <li>Provide a copy of the human resources policy in addition to the human resources plan</li> <li>The human resources policy must address all the items identified in Requirements 16 to 19</li> </ul>	<ul style="list-style-type: none"> <li>Organizations are encouraged to put a strategy in place to ensure that the uninterrupted offer of FLS is equivalent to English language services</li> </ul>	In part	1. HDGH - Designation of Positions Requiring FSL 2. Je Parle Francais Button - Option to Request Button or Lanyard at HR Onboaring to reflect French Language Proficiency	Consider building in FLS into new HR Plan	Brooke Mayville	Ongoing
17.	Put in place strategies to recruit, hire and retain qualified personnel and volunteers with the required level of proficiency in French	<ul style="list-style-type: none"> <li>Provide a copy of the human resources policy in addition to the human resources plan</li> <li>The human resources policy must address all the items identified in Requirements 16 to 19</li> </ul>	This is an opportunity for organizations to demonstrate their process for recruiting and hiring personnel with the required level of proficiency in French.  This process could include: <ul style="list-style-type: none"> <li>having one bilingual or Francophone staff member on the recruiting panel</li> <li>administering a verbal and/or a written test, etc.</li> </ul> A table suggesting examples of French language proficiency levels can be found in Appendix II of this guide.	In part	1. Addition of new FSL identification on Job Postings for External Applicants and Existing Employees (Internal and External Job Applications). 2. Job Posting Template Language: 'Excellent communication skills with the command of the French Language considered an asset'. 3. Commitment Statements on HR Job Posting Website, recognizing the linguistic characteristics of the communities we serve.		Brooke Mayville	Ongoing
18.	Offer training for employees who do not fully meet the linguistic requirements for their designated position	<ul style="list-style-type: none"> <li>Organizations should demonstrate the offer of training by identifying tools, training or strategies used to support their employees</li> <li>In addition, continuous training is intrinsically valuable and could be used by any staff to improve their language skills</li> <li>If, despite its best efforts, an organization is unable to fill a designated position with an individual who fully meets the linguistic requirements of the position, and offers the position to a candidate that does not fully meet these requirements, then training must be made available to the employee and completed within a reasonable timeframe. By the end of the training, it is recommended to retest the employee's linguistic proficiency</li> </ul>		In part	1. Established Community Partner with College Boreal - Support FSL training and recruitment testings when required for designated positions. 2. FSL Training Offered to Leadership in 2024 3. As Community Training for FSL is offered through College Boreal, HDGH will advertise through our internal 'Need to Know'.		Brooke Mayville	Ongoing

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No	Designation requirements	Mandatory elements/ Supporting documents	Best practices	In place?	Items is in place	Actions	Who	When
19.	Identify all designated bilingual positions, the required levels of French language proficiency, whether the positions are vacant or filled and whether incumbents meet the proficiency requirements	<ul style="list-style-type: none"> <li>This requirement is met by completing the Human Resources plan</li> </ul>	<p>The human resources policy should accurately account for bilingual recruitment by considering the following:</p> <ul style="list-style-type: none"> <li>The development of an ongoing process to assess the community's demand for FLS and the appropriate number of bilingual staff members required to meet the demand and provide services equivalent to services offered in English. This could be achieved by implementing measures to assess:               <ul style="list-style-type: none"> <li>the needs of the Francophone population</li> <li>the volume of requests for service</li> <li>the number of staff members required to provide FLS</li> <li>the required level of staff's FLS proficiency</li> </ul> </li> <li>The internal organization policies and procedures should account for evaluation of designated positions. For example, if a complaint is received and/or analyzed by a member of the management team, a bilingual manager must be available during hours of operation to ensure that there is no delay in the intake or processing of a complaint submitted in French</li> <li>The development of a strategy for filling designated positions, including plans to advertise vacancies, including in Francophone media, job boards and networks</li> <li>The use of an accredited language assessment service, if possible</li> </ul> <p>A table suggesting French language proficiency levels can be found in Appendix II of this guide</p>	In part	<ol style="list-style-type: none"> <li>Positions Requiring FSL Policy (Attached)</li> <li>Positions Requiring FSL are posted within the Franchophone Community, specifically with College Boreal.</li> <li>Employees can self identify as FSL through internal or external applications.</li> <li>Employees can also self identify as FSL through Halogen our Talent Management Software. At this time HDGH is proud to share that 120 out of 1192 employees identify with FSL, which is approximately 10% of our employee population.</li> </ol>		Brooke Mayville	Ongoing

**COMMUNITY SUPPORT (only for new designations)**

20.	Letters of support for the designation from Francophone individuals or organizations in the region served are included in the designation request	<ul style="list-style-type: none"> <li>Organizations must provide letters of support</li> </ul>	<ul style="list-style-type: none"> <li>Individualized letters should come from both service providers or partners in the community and clients who have benefitted from the FLS provided or support the designation</li> </ul>	No				
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