



Winnipeg Regional  
Health Authority

*Caring for Health*

Office régional de la  
santé de Winnipeg

*À l'écoute de notre santé*

**Winnipeg Regional Health Authority (WRHA)  
Multi-Year Strategic French-Language Services (FLS) Plan  
2023 - 2028**



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**WRHA MULTI-YEAR STRATEGIC  
FRENCH-LANGUAGE SERVICES (FLS) PLAN**

Service Delivery Organization (SDO)

**Winnipeg Regional Health Authority**

FLS Lead

Rachel Fergusson [rferguson2@vgh.mb.ca](mailto:rferguson2@vgh.mb.ca)

FLS Coordinators

Angèle Matyi  
[amatyi@wrha.mb.ca](mailto:amatyi@wrha.mb.ca)

Lise Alcock  
[lalcock@wrha.mb.ca](mailto:lalcock@wrha.mb.ca)

**1. COMPOSITION OF FRENCH-LANGUAGE SERVICES (FLS) ADVISORY COMMITTEE**

**Positions**

Executive French Language Services Lead  
French Language Services Coordinators  
Chief Executive Officer, St. Boniface Hospital  
Chief Operating Officer, Victoria Hospital  
Community Area Director, St. Boniface/St. Vital  
Medical Director, Family Medicine – WRHA Primary Care  
Executive Director, Santé en français  
Chief Executive Officer, Réseau Compassion Network  
Executive Director, Centre de santé Saint-Boniface  
Executive Director, Actionmarguerite

**Optional/As Required Positions**

DB Facility, Program or Service Representative  
Human Resources Representative  
Communications Representative

## 2. LINGUISTIC DUALITY

### 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."<sup>1</sup>

Linguistic duality is one of the fundamental dimensions of Canada's 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.

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

### 3. BACKGROUND & CONTEXT

The Winnipeg Regional Health Authority (WRHA) has existed since 1999 when the Winnipeg Health Authority and the Winnipeg Community Authority were combined into one regional health authority. The 2023-2028 strategic plan is the fifth French Language Services plan developed by the Region and was developed subsequent to consultations with internal and external stakeholders including but not limited to the French Language Services Advisory Committee and Santé en français' Urban Round Table who officially represent the region's French speaking communities. The WRHA is responsible for coordinating and delivering health services and promoting well-being. The WRHA serves residents of the city of Winnipeg as well as the northern community of Churchill, and the rural municipalities of East and West St. Paul, representing a total population of over 750,000. The WRHA also provides healthcare support and specialty referral services to nearly half a million Manitobans who live beyond these boundaries, as well as residents of Northwestern Ontario and Nunavut, who often require the services and expertise available within the Region. With an annual operating budget of nearly \$1.9 billion dollars, the WRHA operates or funds over 200 health service facilities, programs, services and agencies, which employ more than 14,000 people working within the Winnipeg Health Region. The Winnipeg Health Region operates under various legal structures and in close partnership and cooperation with many health and social service entities, many of whom the Winnipeg Health Region relies on to deliver various health services.

In 1998, the FLS regulation was established under the legislation governing the Regional Health Authorities of Manitoba. Under this regulation, the WRHA is required to submit a FLS Plan to the Minister for approval. In 2013, Manitoba Health introduced the Designation Policy for Francophone and Bilingual Facilities, Programs and Services, formalizing the process to designate facilities, programs and services. Enacted in 2016, the Francophone Community Enhancement and Support Act affirms that every public body, including designated Regional Health Authorities, must prepare and submit a proposed multi - year strategic plan relating to the provision of FLS. It thus affirms the use of FLS plans is one of the means to enhance the vitality of Manitoba's Francophone community and support and assist its development. Furthermore, one of its principles is collaboration and dialogue: "Public bodies and the representatives of Manitoba's Francophone community working in collaboration and through dialogue, along with cooperation among all levels of government, will support and assist the development of Manitoba's Francophone community." Today, healthcare services in the Winnipeg Health Region is composed of a mix of designated bilingual and francophone facilities, programs and services that include: independent facilities that receive funding from the WRHA; regional facilities, programs and services reporting directly to the WRHA, and; provincial programs. Further to the constitutional and legislative obligations, the WRHA FLS department has established five level 1 Regional policies consisting of: (10.40.220) FLS: General,(10.40.230) FLS: Communications in Official Languages, (10.40.240) FLS: Designation of Bilingual Positions, (10.40.250) FLS: Recruitment to Designated Bilingual Positions, and (10.40.260) FLS: Translation. The purpose of these policies is to actively offer services within the Region in French in accordance with the Government of Manitoba FLS Policy ("Manitoba FLS Policy") and pursuant to the laws of Manitoba including to actively offer services of the Region in both Official Languages to the general public, clients, patients, residents and families.

## 4. REGIONAL PROFILE

The 2021 Census reported a population of 749,607 for the City of Winnipeg of which 20,820 stated French as their first official language spoken and 1,260 who only know French. 72,665 residents reported having knowledge of French. The Winnipeg Health Region is comprised of thirteen geographically defined Community Areas. The majority of Winnipeg's Francophones reside in St. Boniface, St. Vital, St. Norbert, and River Heights, with a smaller pocket in St. James due to the military base and most recently new francophone immigrants settling in the inner city and Fort Garry. Winnipeg's Francophone community includes a growing number of newcomers, many of whom are refugees with complex health needs. Population forecasting estimates the population for the Winnipeg metropolitan area will surpass \$1 million by 2034 based on assumptions about trends in fertility, international, interprovincial, and inter-city migration.



Age groups of the population	
0 - 14 years	124,345
15 - 64 years	497,941
65 years & over	127,321

## **5. MANDATE, VISION, MISSION & VALUES**

### **MANDATE**

The mandate of FLS is to assist the Winnipeg Health Region in promoting and providing health services in French in accordance with its FLS policies, the Government of Manitoba FLS Policy, and regulations established under the legislation governing the Regional Health Authorities of Manitoba.

### **VISION**

The Winnipeg Health Region envisions a health care system in which designated bilingual or francophone facilities, programs, services and agencies ensure an active offer and effective delivery of services to Francophones in French.

### **MISSION**

Providing leadership and support to enhance the effective delivery of health care services to Winnipeg's francophone population.

### **VALUES**

Dignity – as a reflection of the self-worth of every person

Care – as an unwavering expectation of every person

Respect – as a measure of the importance of every person

Equity – promote conditions in which every person can achieve their full health potential (or best health possible)

Accountability – as being held responsible for the decisions we make



## 6. GUIDING PRINCIPLES

- The government of Manitoba's FLS Policy and The Francophone Community Enhancement and Support Act shall be the basis for all decisions and actions.
- WRHA 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.
- 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.
- WRHA shall deliver ongoing education to all employees to encourage their commitment to the Active Offer concept.
- WRHA shall make the public aware of its commitment to the active offer of FLS (*promotional activities, articles, etc.*).
- 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.
- WRHA shall participate in the implementation and evaluation of provincially lead FLS strategies by fostering partnerships with other designated bilingual HAs and community groups/organizations.
- WRHA shall be innovative in creating an environment that is favorable to the recruitment of new bilingual employees.
- As a rule, designated bilingual positions shall be located in designated bilingual areas, pursuant to the government of Manitoba's FLS Policy.

## 7. IMPLEMENTATION

- 1) Develop Annual Operational Plan to Implement the Multi-Year Strategic FLS Plan
- 2) Collaborate with Santé en français' Urban Round Table (Table de concertation urbaine)
- 3) Chair and collaborate with the French Language Services Advisory Committee
- 4) Annually report to the WRHA Executive, the WRHA Board of Directors and the Francophone Affairs Secretariat on the on the implementation and results of the Operational Plan
- 5) Evaluate the effectiveness and implementation of the Multi-Year Strategic FLS Plan

## 8. WRHA MULTI-YEAR STRATEGIC FLS PLAN 2023-2028

STRATEGIC PRIORITIES	STRATEGIC INITIATIVES	ACTION STEPS	KEY PERFORMANCE INDICATORS (OUTPUT)	MEASURABLE STATEMENTS (OUTCOME)	TIMELINE
<p><b>For Everyone</b> <i>Achieve health equity for all populations we serve.</i></p>	<p><b>1.1</b> Develop and launch client experience/client satisfaction surveys.</p>	<p><b>1.1.1</b> Develop comprehensive survey questions with consultation from designated bilingual (DB) sites, programs and services to gage public satisfaction with general services in French as well as pandemic impacts on the Francophone population.</p> <p><b>1.1.2</b> Distribute the client experience/client satisfaction survey (1.1.1) to the public.</p> <p><b>1.1.3</b> Report and act on findings from client experience/client satisfaction survey.</p>	<p><b>1.1.1.A</b> All WRHA DB service delivery organizations (SDO) are contacted for input into the survey questions.</p> <p><b>1.1.1.B</b> A comprehensive survey is developed.</p> <p><b>1.1.1.C</b> Santé en français and Shared Health’s Francophone Health are consulted for their input on the survey.</p> <p><b>1.1.2.A</b> Distribution methods are selected to capture all demographics and a target response rate is established.</p> <p><b>1.1.2.B</b> The survey is distributed.</p> <p><b>1.1.3.A</b> A report with recommendations is produced and shared with WRHA designated bilingual SDOs, Santé en français and Shared Health’s Francophone Health.</p>	<p>Francophone needs are outlined through consultation and are met as evidenced by increased levels of satisfaction.</p>	<p><b>1.1.1.A</b> Sept 2026</p> <p><b>1.1.1.B</b> Oct 2026</p> <p><b>1.1.1.C</b> Nov 2026</p> <p><b>1.1.2.A</b> Dec 2026</p> <p><b>1.1.2.B</b> Jan-Feb 2027</p> <p><b>1.1.3.A</b> Mar 2027</p> <p><b>1.1.3.B</b> Apr - May 2027</p>

			<b>1.1.3.B</b> Information gathered from the survey is used to inform the next strategic plan.		
	<b>1.2</b> Hold Francophone community consultations	<b>1.2.1</b> Francophone community consultations are held on topics selected by Santé en français' Regional Round Table.	<p><b>1.2.1.A</b> Topics obtained from manager of the Local Health Involvement Groups (LHIG) are presented to the Regional Round Table for selection.</p> <p><b>1.2.1.B</b> WRHA FLS hosts a Francophone consultation on the topic selected by the Regional Round Table.</p> <p><b>1.2.1.C</b> The output from the Francophone consultation is shared with Santé en français' Regional Round Table and the manager for the Local Health Involvement Groups.</p>	Francophone views are gathered through consultation and community needs are met as evidenced by increased levels of satisfaction.	<p><b>1.2.1.A</b> Sept-Oct annually</p> <p><b>1.2.1.B</b> Feb-Mar annually</p> <p><b>1.2.1.C</b> Mar-Apr annually</p>
	<b>1.3</b> Enhance engagement with community partners	<p><b>1.3.1</b> Participate in community committees that advance services to Francophones. (ex. Santé en français' Regional Round Table, Université Saint-Boniface (USB) advisory committee for Faculty of Nursing and Health Studies, MB211 etc.)</p> <p><b>1.3.2</b> Seek meetings with representatives of non-traditional partners to advance services to Francophones.</p>	<p><b>1.3.1.A</b> Number of meetings per community partner.</p> <p><b>1.3.1.B</b> Initiatives engaged in with community partners that advance services for francophones.</p> <p><b>1.3.2.A</b> A meeting is held with at least one non-traditional partner per year.</p> <p><b>1.3.2.B</b> Initiatives are considered or executed following connections with non-traditional partners that advance services for francophones.</p>	Services to Francophones are enhanced through collaboration with groups representing the interests of Francophones.	<p><b>1.3.1.A</b> Ongoing</p> <p><b>1.3.1.B</b> Ongoing</p> <p><b>1.3.2.A</b> Ongoing</p> <p><b>1.3.2.B</b> Ongoing</p>
	<b>1.4</b> Enhance engagement with internal partners	<b>1.4.1</b> Chair the FLS Advisory Committee.	<b>1.4.1.A</b> Terms of reference for FLS Advisory Committee are reviewed annually.	Services to Francophones are enhanced through	<b>1.4.1.A</b> Ongoing

<p><b>Our Care</b> <i>Deliver the highest quality healthcare experience.</i></p>		<p><b>1.4.2</b> Represent the Francophone perspective on internal committees. (Accessibility, Language Access, etc.)</p>	<p><b>1.4.1.B</b> Meetings with FLS Advisory Committee are held a minimum of 3x per year.</p> <p><b>1.4.2.A</b> Number and type of internal committee meetings attended. <b>1.4.2.B</b> Initiatives deriving from representation on internal committees that advance services for Francophones.</p>	<p>engagement with internal groups.</p>	<p><b>1.4.1.B</b> Ongoing</p> <p><b>1.4.2.A</b> Ongoing</p> <p><b>1.4.2.B</b> Ongoing</p>
	<p><b>1.5</b> Use results from the client experience survey (1.1) to determine impact of improvement initiatives on experience of FLS clients.</p>	<p><b>1.5.1</b> Compare survey results from 1.1.3 and 2022/23 survey and report on the impact of improvement initiatives on the experience of FLS clients.</p>	<p><b>1.5.1.A</b> A report on the impact of improvement initiatives on the experience of FLS clients is created and distributed.</p>	<p>Services to Francophones are enhanced.</p>	<p><b>1.5.1.A</b> May-June 2027</p>
	<p><b>2.1</b> Normalize the offering of healthcare programs and services in French.</p>	<p><b>2.1.1</b> Adopt a name change from French Language Services to Francophone Health</p> <p><b>2.1.2</b> Support the region in successfully appointing a Francophone to WRHA Board of Directors.</p>	<p><b>2.1.1.A</b> Rebranding of FLS is implemented and promoted.</p> <p><b>2.1.2.A</b> Input is gathered from community partners on individuals to nominate. <b>2.1.2.B</b> A minimum of one nomination form is submitted. <b>2.1.2.C</b> A francophone is appointed to the WRHA Board of Directors.</p>	<p>FLS is clearly entrenched in organizational culture.</p>	<p><b>2.1.1.A</b> 2023-24</p> <p><b>2.1.2.A</b> 2023-24</p> <p><b>2.1.2.B</b> 2023-24</p> <p><b>2.1.2.C</b> 2024-25</p>
		<p><b>2.1.3</b> Promote Active Offer and compliance of wearing of bilingual identifiers.</p>	<p><b>2.1.3.A</b> Number of communications regarding Active Offer and wearing of bilingual identifiers.</p>	<p>Active Offer and wearing of bilingual identifiers are</p>	<p><b>2.1.3.A</b> Ongoing</p>

		<p><b>2.1.4</b> Monitor for compliance of Active Offer and wearing of bilingual identifiers.</p>	<p><b>2.1.3.B</b> Question asking why staff wear or don't wear an identifier is included in employee survey. (3.3.1)</p> <p><b>2.1.4.A</b> Annual plan for compliance monitoring is developed. (when, how often, who will monitor,)</p> <p><b>2.1.4.B</b> Number of instances of in person compliance monitoring.</p> <p><b>2.1.4.C</b> Number of instances of compliance monitoring over the phone.</p> <p><b>2.1.4.D</b> Compliance report created and shared with respective managers.</p>	<p>normalized in organizational culture.</p>	<p><b>2.1.3.B</b> 2024-25</p> <p><b>2.1.4.A</b> Ongoing</p> <p><b>2.1.4.B</b> Ongoing</p> <p><b>2.1.4.C</b> Ongoing</p> <p><b>2.1.4.D</b> Ongoing</p>
	<p><b>2.2</b> Improve matching of bilingual service providers to clients.</p>	<p><b>2.2.1</b> Les soins voulus en français (My Right Care in French) resource tool is promoted.</p> <p><b>2.2.2</b> Create submission for Health Care Connections on the importance of matching bilingual service providers.</p> <p><b>2.2.3</b> Create tent card or similar tool for reception areas to cue staff to make an Active</p>	<p><b>2.2.1.A</b> Number and type of promotional campaigns held for My Right Care in French resource tool.</p> <p><b>2.2.1.B</b> Number of clicks on My Right Care in French resource tool is compared before and after to evaluate effectiveness of promotional campaign.</p> <p><b>2.2.2.A</b> Importance of matching bilingual service providers with clients is promoted in Health Care Connections minimum 2x per fiscal year.</p> <p><b>2.2.3.A</b> Tool is created to cue staff.</p> <p><b>2.2.3.B</b> Tool is distributed to all WRHA reception areas.</p>	<p>Access to health care services in French are enhanced for Francophones.</p>	<p><b>2.2.1.A</b> 2023-24 &amp; ongoing</p> <p><b>2.2.1.B</b> 2023-24 &amp; ongoing</p> <p><b>2.2.2.A</b> 2023 &amp; ongoing</p> <p><b>2.2.3.A</b> 2023-24</p> <p><b>2.2.3.B</b> 2023-24</p>

		<p>Offer and match bilingual clients to bilingual service providers.</p> <p><b>2.2.4</b> Promote Declaration of Patient Values and encompassed Patient Responsibilities</p> <p><b>2.2.5</b> Review all designated bilingual positions every 5 years to ensure they are appropriate to meet service needs.</p> <p><b>2.2.6</b> Review end of fiscal Language Access reporting to assess need for new designations or promotion of French as an asset for facilities, programs or agencies with high French interpreter usage.</p>	<p><b>2.2.4.A</b> Awareness of Declaration of Patient Values is assessed through public survey. (1.1.1)</p> <p><b>2.2.4.B</b> Publicity is created for Declaration of Patient Values with an emphasis on what is relevant for Francophones.</p> <p><b>2.2.4.C</b> Distribution method for publicity of Declaration of Patient Values is determined and executed.</p> <p><b>2.2.4.D</b> Awareness of Declaration of Patient Values is assessed through public survey.</p> <p><b>2.2.5.A</b> Designated bilingual positions are reviewed with each facility, program or service.</p> <p><b>2.2.5.B</b> Additional designations are added if deemed appropriate.</p> <p><b>2.2.6.A</b> Language Access reporting reviewed and high French interpreter users determined.</p> <p><b>2.2.6.B</b> Meeting held with managers of high usage sites to discuss solutions.</p>		<p><b>2.2.4.A</b> 2023</p> <p><b>2.2.4.B</b> 2023-24</p> <p><b>2.2.4.C</b> 2023-24</p> <p><b>2.2.4.D</b> 2027-28</p> <p><b>2.2.5.A</b> 2024-25</p> <p><b>2.2.5.B</b> 2024-25</p> <p><b>2.2.6.A</b> May – July annually</p> <p><b>2.2.6.B</b> Aug – Nov annually</p>
	<b>2.3</b> Improve models of care for health services in French.	<b>2.3.1</b> Collaborate with Shared Health to develop strategies to broaden existing community-based service delivery models.	<b>2.3.1.A</b> Number of initiatives launched that are aimed at broadening existing bilingual community-based services.	Resources are effectively allocated to best serve the Francophone community.	<b>2.3.1.A</b> 2023-24 & ongoing

		<p><b>2.3.2</b> Annually gather healthcare leaders and/or other key stakeholders to review the role, priorities, progress and adjust FLS operational plans to ensure appropriate alignment with the Winnipeg Health Region and Francophone community needs.</p> <p><b>2.3.3</b> Provide monthly updates to WRHA Executive regarding FLS activities.</p>	<p><b>2.3.2.A</b> Number of forums held with healthcare leaders and/or other key stakeholders.</p> <p><b>2.3.3.A</b> Remain as standing item on Agenda for WRHA Executive</p>		<p><b>2.3.2.A</b> 2023-24 &amp; ongoing</p> <p><b>2.3.3.A</b> ongoing</p>
	<p><b>2.4</b> Communicate in both official languages and provide bilingual resources to the public.</p>	<p><b>2.4.1</b> Create awareness amongst facilities and programs regarding reading levels to increase accessibility.</p> <p><b>2.4.2</b> Work with WRHA Communications to ensure regular French posts on social media.</p> <p><b>2.4.3</b> Review DBP for Communications and advocate for filling those positions with a bilingual candidate at next available posting.</p> <p><b>2.4.4</b> Expand availability of matching French content on WRHA website.</p>	<p><b>2.4.1.A</b> Create an information tool regarding reading levels and readability.</p> <p><b>2.4.1.B</b> Distribute a tool regarding reading levels and readability region wide.</p> <p><b>2.4.2.A</b> A schedule for a minimum number of social media posts in French is established with Communications.</p> <p><b>2.4.3.A</b> DBP for Communications reviewed with Communications Lead</p> <p><b>2.4.3.B</b> Number of EFT filled by bilingual employee in Communications</p> <p><b>2.4.4.A</b> Determine top-viewed pages with Communications and ensure a French version is posted.</p> <p><b>2.4.4.B</b> Establish process with Communications to ensure new Web content is posted in both official languages.</p>	<p>External French-language communications and client resources are available in both official languages and easily accessible.</p>	<p><b>2.4.1.A</b> 2024-25</p> <p><b>2.4.1.B</b> 2024-25</p> <p><b>2.4.2.A</b> 2023 &amp; ongoing</p> <p><b>2.4.3.A</b> 2023</p> <p><b>2.4.3.B</b> 2023-24 &amp; ongoing</p> <p><b>2.4.4.A</b> 2023 &amp; ongoing</p> <p><b>2.4.4.B</b> 2023 &amp; ongoing</p>



		<p><b>2.4.5</b> Inventory written English resources destined to marginalized communities to facilitate translation and availability of resources in French for those groups. (ex. LGBTQ*, Metis, immigrants,)</p> <p><b>2.4.6</b> Increase awareness amongst programs of need to provide letters, forms etc. destined to the public in a bilingual format.</p>	<p><b>2.4.4.C</b> Once approved, strategic plan is posted on FLS page.  <b>2.4.4.D</b> An engaging video clip is created to share new strategic plan.</p> <p><b>2.4.5.A</b> Number of connections established with marginalized communities to assess their resource needs.  <b>2.4.5.B</b> Schedule for translations based on prioritization established.</p> <p><b>2.4.6.A</b> A briefing note aimed at increasing awareness of the requirement to issue public facing documents in a bilingual format is issued.  <b>2.4.6.B</b> Work with surgery program to identify and address obstacles to issuing letters and forms in a bilingual format</p>		<p><b>2.4.4.C</b> 2023-24</p> <p><b>2.4.4.D</b> 2023-24</p> <p><b>2.4.5.A</b> 2023 &amp; ongoing</p> <p><b>2.4.5.B</b> 2023 &amp; ongoing</p> <p><b>2.4.6.A</b> 2023-24 &amp; ongoing</p> <p><b>2.4.6.A</b> 2023-24</p>
<p><b>Our People</b>  <i>Invest in and empower a healthy, engaged and high performing workforce.</i></p>	<p><b>3.1</b> Expand learning opportunities and develop relevant tools to empower employees to understand and practice the concept of Active Offer.</p>	<p><b>3.1.1</b> Expand on existing Active Offer scripts to create a phonetically spelled script that can be used for all entry points across the region.</p> <p><b>3.1.2</b> Develop themed workshop for staff on unconscious bias that incorporates the impacts of language barriers and recognizes that clients can identify with more than one marginalized community. (LGBTQ+, Indigenous, persons with disabilities, etc.)</p>	<p><b>3.1.1.A</b> A comprehensive phonetically spelled script is developed.</p> <p><b>3.1.2.A</b> A themed workshop on unconscious bias is developed.</p>	<p>Staff of designated sites or in bilingual positions are confident practicing the concept of Active Offer and are culturally competent by having access to complementary learning opportunities and tools.</p>	<p><b>3.1.1.A</b> 2024-25</p> <p><b>3.1.2.A</b> 2023-24</p>

		<p><b>3.1.3</b> Create opportunities for formal (classes, workshops, tutoring...) and informal (conversation groups, software, resources...) training to meet the language learning needs of staff.</p> <p><b>3.1.4</b> Incorporate provincially developed personal learning plan template for employees in DBPs.</p> <p><b>3.1.5</b> Increase Active Offer LMS completion levels for existing staff.</p>	<p><b>3.1.3.A</b> Type of training and numbers of participants.</p> <p><b>3.1.4.A</b> Number of employees in DBP who require a learning plan. <b>3.1.4.B</b> Number of personal learning plans created for employees in DBPs.</p> <p><b>3.1.5.A</b> Completion level of Active Offer LMS module per area is assessed. <b>3.1.5.B</b> A target percentage of increased completion is established. <b>3.1.5.C</b> A briefing note aimed at increasing Active Offer LMS module completion levels is issued. <b>3.1.5.D</b> Percentage of staff having completed the Active Offer LMS module increases.</p>		<p><b>3.1.3.A</b> 2023 &amp; ongoing</p> <p><b>3.1.4.A</b> 2024-25</p> <p><b>3.1.5.A</b> 2023</p> <p><b>3.1.5.B</b> 2023</p> <p><b>3.1.5.C</b> 2023</p> <p><b>3.1.5.D</b> 2023</p>
	<p><b>3.2</b> Identify, recognize and engage FLS Champions.</p>	<p><b>3.2.1</b> Capitalize on opportunities to recognize FLS Champions, both staff and volunteers, and engage them in initiatives. (awards, contests, awareness campaigns, Francophonie week, etc.)</p> <p><b>3.2.2</b> Support measures aimed at addressing mental health and burnout of staff in regional plan and determine whether any of those methods should be customized to meet the needs of staff in DBP.</p>	<p><b>3.2.1.A</b> Number and type of recognition efforts</p> <p><b>3.2.2.A</b> Measures aimed at addressing mental health and burnout of staff in regional plan are reviewed. <b>3.2.2.B</b> If deemed beneficial or feasible subsequent to review,</p>	<p>Bilingual employee recognition has reduced turnover and increased number of other bilingual employees seeking employment in DBP.</p>	<p><b>3.2.1.A</b> 2023 &amp; ongoing</p> <p><b>3.2.2.A</b> 2024-25</p> <p><b>3.2.2.B</b> 2024-25</p>

			recommendations are made to tailor measure(s) to meet the needs of staff in DBP.		
	<b>3.3</b> Identify and improve bilingual capacity that exists inside and outside DBP	<p><b>3.3.1</b> Under the leadership of Shared Health, develop an employee opinion survey for employees in DBP to inform planning of strategies for employee recognition and engagement.</p> <p><b>3.3.2</b> Create an employee survey to capture bilingual capacity across the region.</p>	<p><b>3.3.1.A</b> FLS employee opinion survey for DBP is developed.</p> <p><b>3.3.1.B</b> FLS employee opinion survey is distributed.</p> <p><b>3.3.1.C</b> FLS employee opinion survey results are tabulated and shared.</p> <p><b>3.3.1.D</b> DBP employee recognition and engagement provincial plan is developed.</p> <p><b>3.3.2.A</b> Yearly employee survey to capture bilingual capacity across the region is created.</p> <p><b>3.3.2.B</b> Bilingual capacity survey is distributed.</p> <p><b>3.3.2.C</b> Results from bilingual capacity survey are tabulated and shared.</p>	Engaging bilingual employees has reduced turnover and increased the number of other bilingual employees seeking employment in a designated bilingual position.	<p><b>3.3.1.A</b> 2024-25</p> <p><b>3.3.1.B</b> 2024-25</p> <p><b>3.3.1.C</b> 2024-25</p> <p><b>3.3.1.D</b> 2025-26</p> <p><b>3.3.2.A</b> April 2023 &amp; ongoing</p> <p><b>3.3.2.B</b> May. 2023 &amp; ongoing</p> <p><b>3.3.2.C</b> June 2023 &amp; ongoing</p>
	<b>3.4</b> Create and/or update resources to support DBP and managers that hire for DBP.	<p><b>3.4.1</b> Review and update FLS page for new employee orientation (NEO).</p> <p><b>3.4.2</b> Create resource to onboard employees into DBP.</p>	<p><b>3.4.1.A</b> The FLS page for NEO is updated.</p> <p><b>3.4.2.A</b> Review FLS onboarding tools used by other SDOs.</p> <p><b>3.4.2.B</b> Onboarding resource for employees in DBP is created.</p> <p><b>3.4.2.C</b> Link to onboarding resource for employees in DBP is incorporated into NEO.</p>	Employees are aware of their roles in DBP and aware of available resources. Managers are aware of their roles for recruitment and support of DBP.	<p><b>3.4.1.A</b> 2023-24</p> <p><b>3.4.2.A</b> 2023-24</p> <p><b>3.4.2.B</b> 2023-24</p> <p><b>3.4.2.C</b> 2023-24</p>

	<p><b>3.5</b> Implement methodology for assessing linguistic competencies of employees that is developed in conjunction with Shared Health’s Francophone Health.</p>	<p><b>3.5.1</b> Collaborate with Santé en français and other SDOs to develop a consistent methodology for assessing linguistic competencies of employees in designated bilingual positions (DBPs).</p> <p><b>3.5.2</b> Methodology for assessing linguistic competencies of employees in DBPs, developed under the leadership of Shared Health’s Francophone Health, is applied.</p> <p><b>3.5.3</b> Methodology to assess linguistic competencies of employees is evaluated.</p>	<p><b>3.4.2.D</b> Onboarding resource for employees in DBP is distributed to hiring managers.</p> <p><b>3.5.1.A</b> Number of collaborative meetings attended.</p> <p><b>3.5.1.B</b> Consistent methodology for assessing linguistic competencies of employees in DBPs is developed and adopted.</p> <p><b>3.5.2.A</b> Number of employees per fiscal year that are tested using the provincial methodology for assessing linguistic competencies of employees in DBPs.</p> <p><b>3.5.3.A</b> A report with recommendations is created on the evaluation of the methodology to assess linguistic competencies of employees.</p>	<p>Quality of services in French are improved by the development of a consistent approach for assessing linguistic competencies of employees in DBPs.</p>	<p><b>3.4.2.D</b> 2023-24</p> <p><b>3.5.1.A</b> 2023-24</p> <p><b>3.5.1.B</b> 2023-24</p> <p><b>3.5.2.A</b> 2024-25 &amp; ongoing</p> <p><b>3.5.3.A</b> 2025-26</p>
<p><b>Our System</b> <i>Drive value and efficiency for a sustainable healthcare system, now and in the future.</i></p>	<p><b>4.1</b> Support recruitment for both clinical and non-clinical DBP while enhancing visibility of bilingual postings</p>	<p><b>4.1.1</b> Update resources for managers that hire for DBP.</p> <p><b>4.1.2</b> Heighten awareness of WRHA as an employer of choice.</p>	<p><b>4.1.1.A</b> Resources for managers that hire for DBP are updated.</p> <p><b>4.1.1.B</b> Updated resources are added to FLS web page</p> <p><b>4.1.1.C</b> Link to updated resources is distributed to hiring managers.</p> <p><b>4.1.2.A</b> Number and type of job fairs and other initiatives participated in to promote employment with WRHA.</p>	<p>Recruitment and retention strategies have increased the number of DBP filled by bilingual employees and in turn increased services are available in French.</p>	<p><b>4.1.1.A</b> 2023</p> <p><b>4.1.1.B</b> 2023</p> <p><b>4.1.1.C</b> 2023</p> <p><b>4.1.2.A</b> 2023 &amp; ongoing</p>

		<p><b>4.1.3</b> Profile DBP on social media and other available avenues to support general recruitment and increase awareness of lesser known professions.</p> <p><b>4.1.4</b> Explore retention strategies for implementation.</p>	<p><b>4.1.3.A</b> Number and type of positions profiled.</p> <p><b>4.1.4.A</b> Employee working group established to explore retention strategies.</p> <p><b>4.1.4.B</b> Feedback from employee survey (3.3.1) regarding retention is reviewed by working group.</p> <p><b>4.1.4.C</b> Report on retention strategies created.</p> <p><b>4.1.4.D</b> Report on retention strategies shared with Executive.</p>		<p><b>4.1.3.A</b> 2023 &amp; ongoing</p> <p><b>4.1.4.A</b> 2024-25</p> <p><b>4.1.4.B</b> 2024-25</p> <p><b>4.1.4.C</b> 2025-26</p> <p><b>4.1.4.D</b> 2025-26</p>
	<p><b>4.2</b> Increase accessibility of DBP</p>	<p><b>4.2.1</b> Educate target populations on how to access jobs in health care.</p> <p><b>4.2.2</b> Encourage potential Francophone candidates who need to improve their functional English to secure employment.</p>	<p><b>4.2.1.A</b> Number of presentations on accessing jobs in health care</p> <p><b>4.2.2.A</b> One pager on English acquisition ideas and resources is created.</p> <p><b>4.2.2.B</b> English acquisition document is available on website.</p> <p><b>4.2.2.C</b> Link to English acquisition document is distributed to community agencies supporting new immigrants.</p>	<p>Recruitment to DBP is increased and in turn increased services are available in French.</p>	<p><b>4.2.1.A</b> 2023-24 &amp; ongoing</p> <p><b>4.2.2.A</b> 2023-24</p> <p><b>4.2.2.B</b> 2023-24</p> <p><b>4.2.2.C</b> 2023-24</p>

	<p><b>4.3</b> Contribute to enhancing collaborative processes with provincial counterparts to maximize efficiencies and standardize outputs.</p>	<p><b>4.3.1</b> Ensure representative of WRHA FLS on provincial FLS committees.</p>	<p><b>4.3.1.A</b> Number and type of provincial committee meetings attended  <b>4.3.1.B</b> Number and type of initiatives that derive from participation in provincial committees.</p>	<p>Efficiencies are maximized and outputs are standardized through provincially led initiatives.</p>	<p><b>4.3.1.A</b> 2023 &amp; ongoing  <b>4.3.1.B</b> 2023 &amp; ongoing</p>
	<p><b>4.4</b> Contribute to provincial data collection strategy on the evaluation of FLS services.</p>	<p><b>4.4.1</b> Coordinate standardized reporting from SDOs in the Winnipeg Health Region by means of the OZi platform.  <b>4.4.2</b> Coordinate collection of human resources data from the Winnipeg Health Region to report on bilingual capacity to deliver services.</p>	<p><b>4.4.1.A</b> % of OZi based surveys completed by DB establishments, programs, services and agencies.  <b>4.4.2.A</b> % of HR templates completed by DB establishments, programs, services and agencies.</p>	<p>Regional capacity to offer services in French is assessed and quantified.</p>	<p><b>4.4.1.A</b> Ongoing  <b>4.4.2.A</b> Ongoing</p>
	<p><b>4.5</b> Adopt the Health Standards Organization (HSO) Access to Health and Social Services in Official Languages standard to ensure patient-centered quality care that is focused on safety and equity.</p>	<p><b>4.5.1</b> Victoria Hospital is established as a pilot site for assessment of the HSO standard on Access to Health and Social Services in Official Languages.  <b>4.5.2</b> Support the participation of Self-Assessment Questionnaires (SAQs) to identify standards that can be improved.</p>	<p><b>4.5.1.A</b> Self-assessment questionnaire completed for Victoria Hospital  <b>4.5.1.B</b> committee for the Accreditation Canada assessment for the HSO standard on Access to Health and Social Services in Official Languages at Victoria Hospital is created.  <b>4.5.1.C</b> A plan and schedule for the assessment is established.  <b>4.5.1.D</b> The assessment for the HSO standard on Access to Health and Social Services in Official Languages at Victoria Hospital is completed.  <b>4.5.2.A</b> Identify SDOs to participate in SAQ.</p>	<p>Access to health and social services in both official languages is enhanced and promoted.</p>	<p><b>4.5.1.A</b> 2024-25  <b>4.5.1.B</b> 2024-25  <b>4.5.1.C</b> 2025-26  <b>4.5.2.A</b> 2025-26</p>

			<b>4.5.2.B</b> Review SAQs to identify improvement opportunities and create a plan.		<b>4.5.2.B</b> 2026-27
	<b>4.6</b> Contribute to provincial initiative aimed at standardizing French language patient identification.	<b>4.6.1</b> Implement provincial standard for collection of French-language indicators at the intake process.	<b>4.6.1.A</b> Measures arising from provincial initiative aimed at standardizing French language patient identification are implemented.	French language indicators are systematically imbedded into intake processes and consistently gathered.	<b>4.6.1.A</b> Ongoing
	<b>4.7</b> Review existing WRHA FLS policies or create new policies and protocols as needed.	<b>4.7.1</b> Review and update existing internal FLS policies as needed.	<b>4.7.1.A</b> Policies and protocols are created and/or updated. <b>4.7.1.B</b> Policies are monitored for compliance.	Adherence to policies and protocols results in increased satisfaction.	<b>4.7.1.A</b> Ongoing <b>4.7.1.B</b> Ongoing
		<b>4.7.2</b> Create policies and protocols as needed.	<b>4.7.2.A</b> Number of policies or protocols created.		<b>4.7.2.A</b> Ongoing
	<b>4.8</b> Contribute to initiatives driven by the provincial Francophone Health plan to measure and evaluate the demographics, community vitality, utilization, health status and needs of the Francophone population through clinical research and data analysis.	<b>4.8.1</b> Under the leadership of Shared Health, create and distribute provincial FLS survey to measure francophone population health outcomes and population needs.	<b>4.8.1.A</b> Provincial FLS survey is created. <b>4.8.1.B</b> Distribution plan for provincial survey is created and implemented. <b>4.8.1.C</b> Data collected is shared with WRHA SDOs.	Evidence-informed decisions on service planning and delivery are implemented.	<b>4.8.1.A</b> 2026-27 <b>4.8.1.B</b> 2026-27 <b>4.8.1.C</b> 2026-27

## APPENDICES

### Schedule A: Definitions

**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.

**Bilingualism:** The ability to communicate proficiently in both Official Languages.

**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.

**Comparable service:** The provision of a service in French equivalent in quality, availability and accessibility to that offered in English. (Source: Government of Manitoba, Guidelines Manual for the Implementation of FLS)

**Designated administrative 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, Guidelines Manual for the Implementation of FLS)

**Designated bilingual facilities, programs, services and agencies (f/p/s/a):** 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 FLS Policy.

**Designated bilingual position (DBP):** 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 FLS Plan.

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

**Winnipeg Health Region:** Various legal structures and in close partnership and cooperation with many health and social service entities, many of whom the Winnipeg residents relies on to deliver various health services.



## Schedule B: Designated Bilingual Facilities, Programs, Services and Agencies

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### Funded sites

Actionmarguerite Saint-Boniface
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Actionmarguerite Saint-Vital (Francophone Site)
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Centre de santé Saint-Boniface (Francophone site)
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Centre Youville Centre
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Hôpital Saint-Boniface Hospital
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Sara Riel Inc.
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St.Amant
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WRHA Corporate – Board of Directors and corporate (non-clinical) services (e.g. Public Affairs, Quality, Finance, Human Resources, etc.)

### WRHA Regional or Single Site Services

Accès-Access Saint-Boniface
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Buhler Eye Care Centre
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Health Links – Info Santé
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Long Term Care Access Centre
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Ode’Imin (Birth Centre)
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Victoria Hospital
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### My Health Team

Community Offices (St. Boniface, St. Vital)
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<b>Schedule C: Designated Bilingual Capacity</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>Variance explanation <i>Explication des écarts</i></b>
Number of Designated Bilingual Positions <i>Nombre de postes désignés bilingues</i>	1044	1010	Reduction in number can be explained by transformation which resulted in moving positions to Shared Health. No actual positions were undesignated.
Number of Designated Bilingual Positions Filled With Bilingual Incumbents <i>Nombre de postes désignés bilingues occupés par des titulaires bilingues</i>	596	467.24	This number reflects the programs that reported back on their HR Data.
Number of Designated Bilingual Positions Filled With Non-Bilingual Incumbents (Underfill) <i>Nombre de postes désignés bilingues occupés par des titulaires non bilingues</i>	448	542.76	This number also includes vacant positions as we do not have the capacity to extract the information.