



A Key Partner in the Planning of French Language  
Health Services in the Greater Toronto Area

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## ANNUAL REPORT 2020–2021



## Message from the Presidency and Executive Management

As we emerge from the pandemic, we would like to reiterate our solidarity and support for Francophone community engagement and the transformation of the French-language health system. The 2020–2021 fiscal year has been a year of multiple challenges imposed by the pandemic. Many families have been severely impacted. But through our efforts as a community, we are beginning to make progress. We thank you and congratulate you for your contribution, each of you in your own way. Our special thanks go to the Government of Ontario who has spared no effort to provide effective protection to the public.

For Entité 3, the year 2020–2021 will also have been, internally and externally, a year of significant changes marked by important events that will have a significant impact on the way it operates and its future.

Internally, Entité 3 has implemented a series of measures to prepare it to build closer ties with the community and all stakeholders in the health system to better meet the challenges of health system transformation. For example, it has a new visual identity, including returning to its former name of “Entité 3”, a new logo and a new website. Its board of directors has been reduced from nine to six members, all of whom are experienced, supportive, and committed. Its leadership is provided by a new executive director with strong experience and assisted by a close-knit, dynamic, and determined team that works relentlessly on strategies aligned with the government’s priorities and addressing the current challenges.

Externally, the transformation of the health system is ongoing and the mandates of the six planning entities were extended in December 2020 for a two-year period. The new members, Health Ontario and the Ontario Health Teams, are gradually taking their place. Entité 3 is working hand in hand with them and with its various communities and systemic partners to strengthen its position as a key partner in the planning of French-language health services in its territory. It is imperative that our entity does not operate on the sidelines of this new dynamic, as it has a major responsibility to ensure that the experience of the Francophone patient in our region improves in terms of better access to French language health care.

It is worth mentioning that over the past ten years, our entity has greatly invested in identifying the needs of our Francophone populations through numerous studies. These studies have revealed an array of concerns expressed by our community, including:

- the scarcity and dispersion of French language health services throughout the territory of Entité 3;
- the challenges faced by the majority of Francophones, particularly for newcomers in finding a French-speaking family physician;
- the increased aging of the Francophone population, which suggests a significant need for French-language eldercare, mental health, and long-term care;
- the increasing immigrant population whose demand for primary care, mental health care, early childhood support and other services is growing;
- the mental health challenges and the prevalence of chronic disease;
- The need to support health system navigation.



Meeting these challenges implies that Entité 3 has a result-oriented culture, attitude, and initiative in terms of making a substantial contribution to the implementation of French language health services. This requires rigorous work on each of the three fundamental pillars of our mandate, which are:

- The community engagement to pursue the identification of Francophone needs and their support for the initiatives to be implemented
- Supporting suppliers to develop and promote their capabilities
- Providing advice to the health care system to promote support for initiatives that improve access to French-language health care services

Our success will be determined by our ability to be aware of our challenges as a minority community, to keep our eyes on our vision and goals, to build on our strength as a community, and to make sure that we are strong allies in the health care system. This is how Entité 3 has contributed most effectively to improving access to French-language health services in its region so far. It is crucial that we continue our efforts in this direction for the well-being of our community.

Finally, remember to get vaccinated against COVID-19. Your protection and that of your family depends on it.

Thank you

Solange Belluz, President of the Board of Directors

Constant Ouapo, Executive Director

# 1. About Us

## Who Are We?

- Entité 3 is one of six French-language health services planning entities in Ontario;
- Incorporated under the laws of Ontario since 2010;
- Mandated by the Ministry of Health under Provincial Regulation 515/09 (Section 16 of the Local Health System Integration Act, 2006);
- Entity with the most diverse Francophone population, the highest proportions of visible minorities and recent immigrants, the highest density of Francophone population per square kilometre and the highest concentration of health service providers in the province;

## Our Mandate

- We engage the Francophone community;
- We identify the health needs and priorities of Francophones;
- We support health service providers (HSPs) in developing an active offer of Services de Santé en Français (SSEF) by providing strategies, tools and access to training;
- We make recommendations to the Central West, Mississauga Halton and Central Toronto local health integration network (LHINs)—now Health Ontario's Toronto Region and part of the Central Region—on how to address the health needs of Francophones, among others.

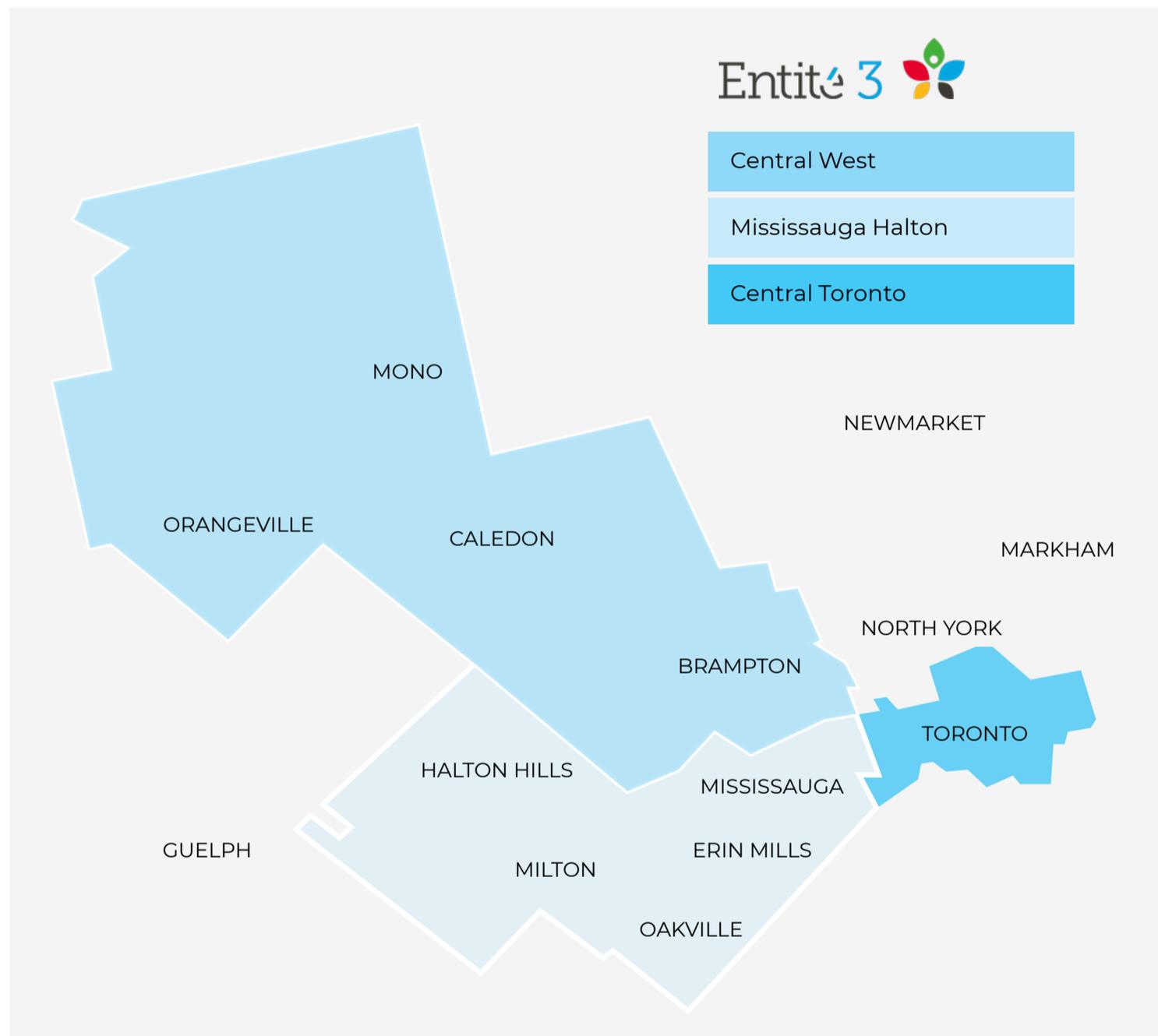
## What We Plan for the Next Two Years

- Our goal: Entité 3 has become a key partner and its initiatives to improve the local health care system leads to Francophones in the Greater Toronto Area seeking and receiving health care services in French.
- Our priorities
  - ◇ **Build the capacity of service providers in French language health services:** Support Ontario Health Teams and individual service providers in the process of improving their capacity in the SSEF
  - ◇ **Improve access to French language health services:** Collaborate to improve access to SSEF for Francophones
  - ◇ **Reduce inequalities in health care:** Collaborate to reduce disparities in the quality and accessibility of services for Francophones.

## 1.1. Our Area of Influence

The three regions covered by Entité 3—Central Toronto, Mississauga Halton and Central West—are now part of the Toronto and Central Ontario Health Regions. The process of health system transformation is underway. A final administrative division will soon be determined by the authorities (Figure 1).

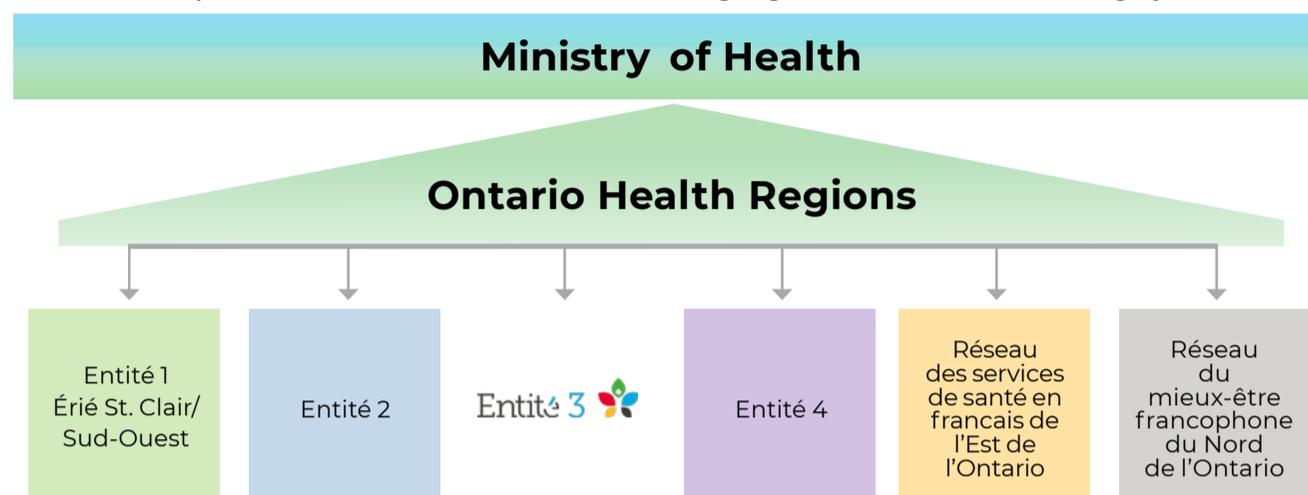
**FIGURE 1: Regions Covered by Entité 3**



## 1.2. Our Position in the Health Care System

Entité 3, like the other 5 entities, reports to Ontario Health, the primary funder. In the fiscal year of 2021–2022, it will have a new accountability agreement with that agency. Ontario Health operates under the Ministry of Health (Figure 2).

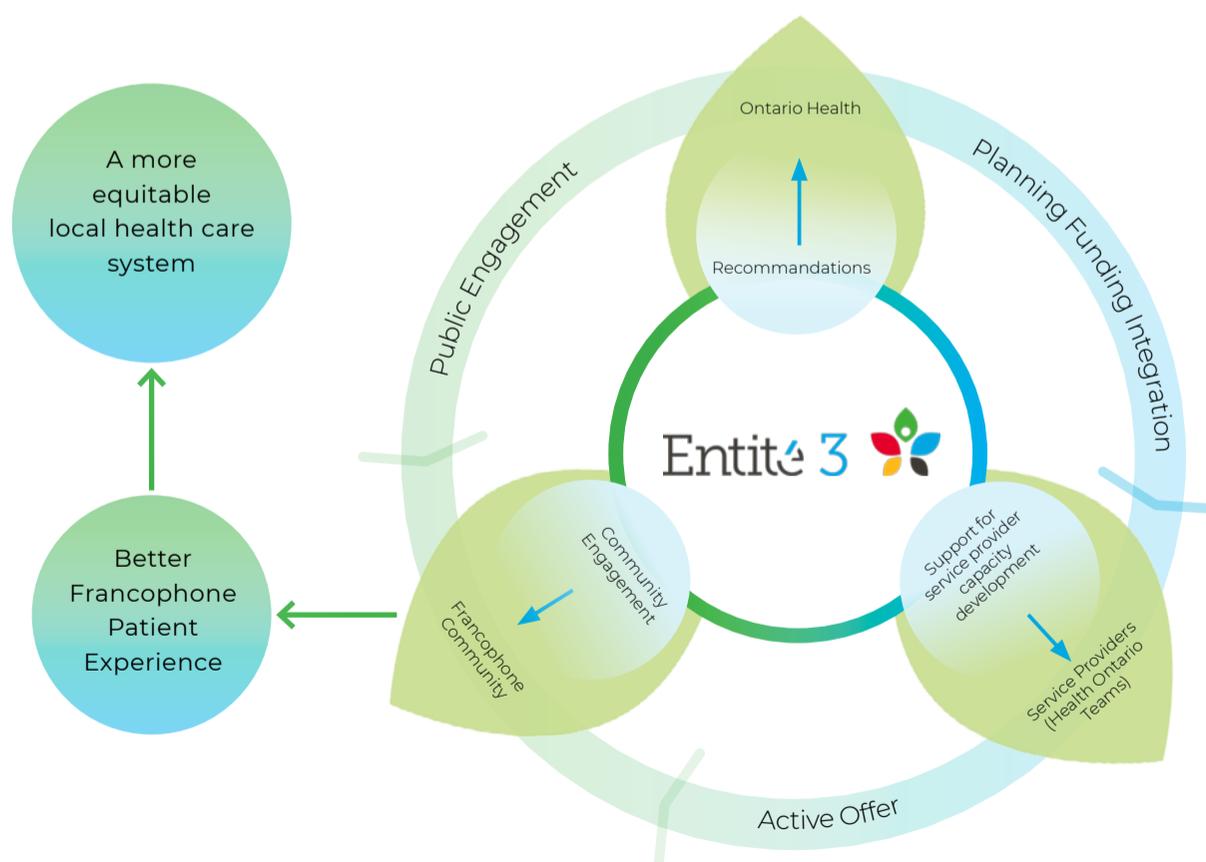
FIGURE 2: Simplified Structure of Ontario's French Language Health Services Planning System



## 1.3. Our Role in Ontario's Health Care System

Like the other entities, Entité 3 had its mandate extended in December 2020 by the Ministry of Health for a period of two years. Under this mandate, its role continues to be the planning of French language health services in all the above-mentioned territories (Figure 2).

FIGURE 3: Role of the Entity in the Ontario Health Care System

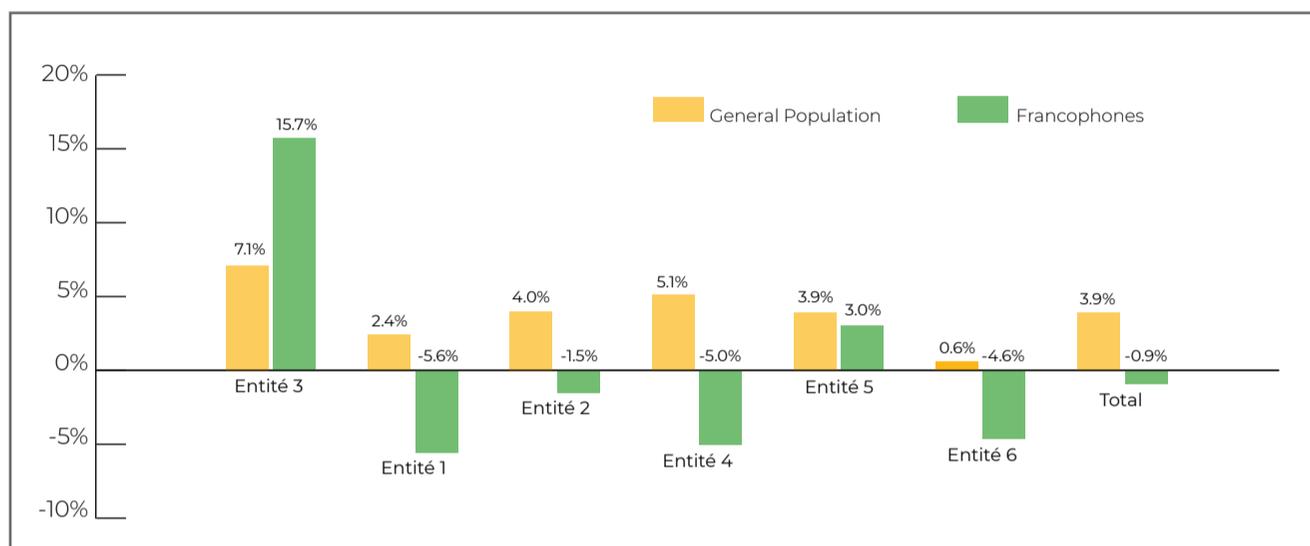


## 1.4. Statistical Data on Our Territory (2011 and 2016)

### › Growth Rate of the Francophone Population

- Fastest growing Francophone population in Ontario: the Francophone population in Entité 3 has grown more than twice as fast as its general population;
- Entité 3 is the only entity where the rate of Francophones in the general population has increased.

**TABLE 1: Growth Rate of the Francophone Population between 2011 and 2016**

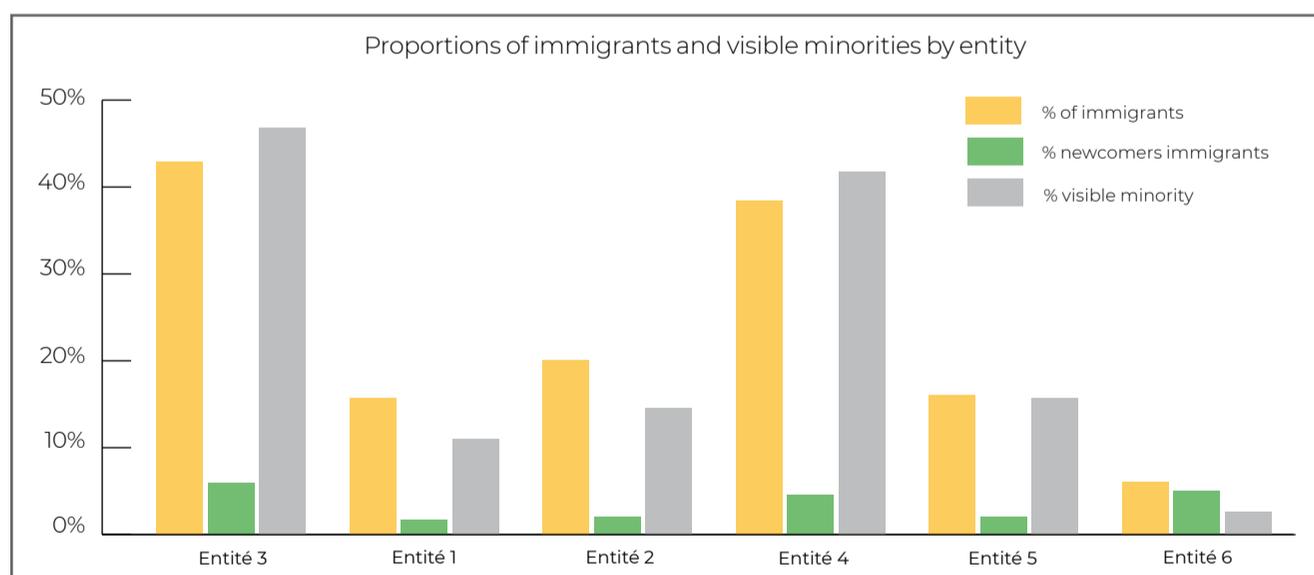


Source: Statistics Canada (2011 and 2016 Census, Inclusive Definition of Francophone [IDF])

### › Diversity of the Francophone Population

- The Francophone population within Entité 3 is the most diverse in the province. This requires significantly more localized planning approaches, with an emphasis on equity.

**TABLE 2: Overview of the Diversity of the Francophone Population**

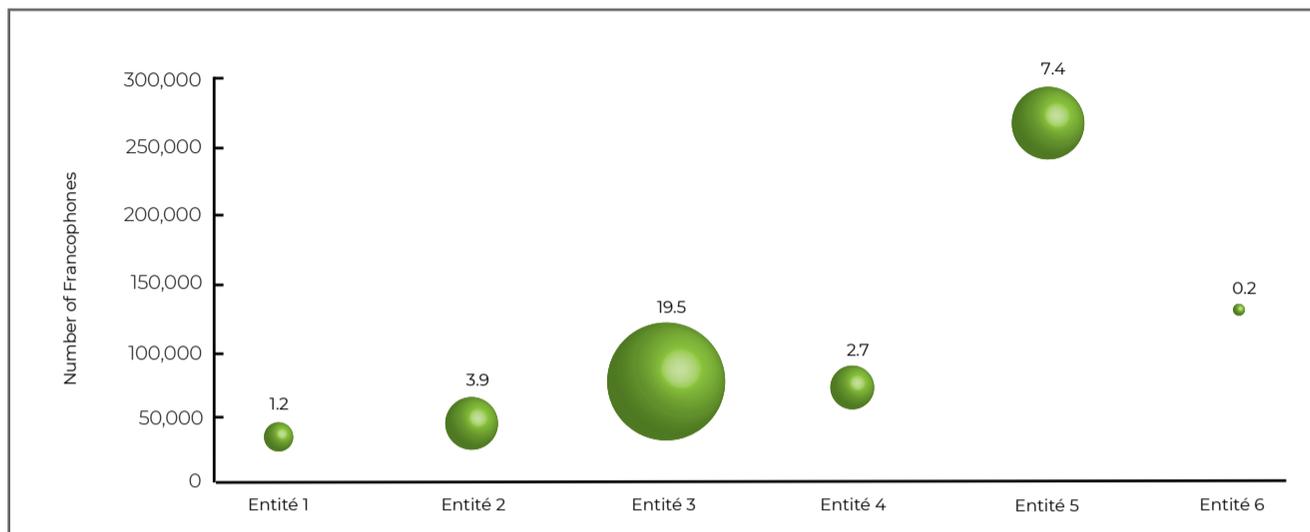


Source: Statistics Canada (2011 and 2016 Census, Inclusive Definition of Francophone [IDF])

## › Density of the Francophone Population

- The Entité 3 territory has the largest number of Francophones per square kilometre. This represents a major asset in terms of facilitating engagement and planning efforts (Figure 3)

**FIGURE 4: Density of Francophone Population per Square Kilometre by Entity**

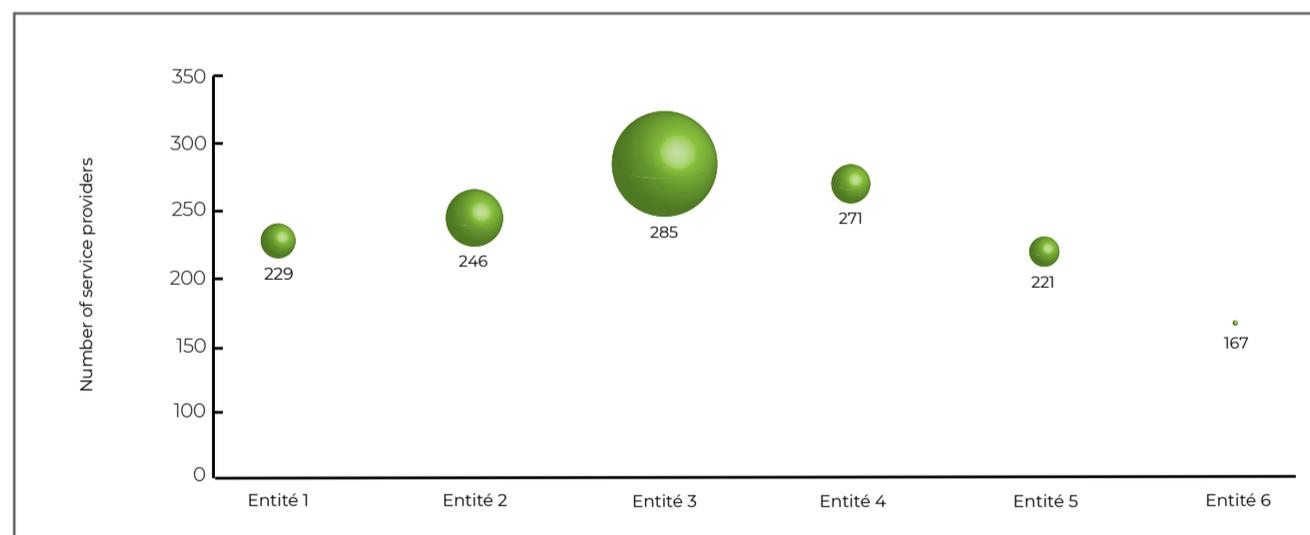


Source: Statistics Canada (2011 and 2016 Census, Inclusive Definition of Francophone [IDF])

## › Concentration of Service Providers

Within the territory of Entité 3, a greater concentration and diversity of service providers can be found (Figure 5).

**FIGURE 5: Service Providers per 1000 Square Kilometres by Entity**



Sources:

- OZi Report 2019–2020 on French Language Health Services
- Statistics Canada 2016

## 2. Our Past Achievements

### 2.1. Review of Our Last Ten Years of Operation

In the past 10 years, Entité 3 has established a close working relationship with the three LHINs it advised and reinforced its connections with the Francophone community, service providers, health system decision makers and other stakeholders.

### 2.2 Relationship with the Community

Entité 3 has made efforts to involve the Francophone community in identifying their health needs. As such, a total of 67 community engagement initiatives such as focus groups, community meals, round tables, forums, trainings, information sharing and distribution, data analysis, etc. were undertaken. The qualitative data collected from these community engagement initiatives was made through a total of 18 surveys.

Entité 3 now has a community network of over 500 individual members and more than 20 partner organizations. With these assets, it has become a key partner in French-language health care in the Greater Toronto Area.

### 2.3 Relationships with Service Providers

#### › Development of Two Major Collaborative Partnership Projects Generating SSEFs.

- **Implementation of SSEF at Rexdale Community Health Centre (CHC).**

In 2015, Entité 3 launched a project with the Central West LHIN, Rexdale CHC and the Auberge Francophone that resulted in the implementation of French language health services at Rexdale CHC. Before this project began, the Rexdale CHC had under 5 Francophone clients per year and no bilingual health care professionals. The latest OZi data indicates that last year, Rexdale CHC had 777 Francophone patient visits and now has bilingual medical staff, including a physician, 2 nurses, a mental health specialist and a health promoter.

- **Implementation of French language services at the LAMP Community Health Centre**

Through a collaborative partnership, Entité 3 launched a project that led to the implementation of French language health services at the Mississauga East branch of the LAMP Community Health Centre, resulting in the creation of a bilingual health promoter position. Moreover, a chronic disease self-management training program was offered to the population in 2019–2020. That same year, mental health first aid training sessions in French were offered to help build the skills of health care professionals.

## › Welcoming Communities

2020 marked the end of the three-year Welcoming Communities project. This successful collaboration between Réseau franco-santé du Sud, the Mississauga Halton LHIN and Entité 3 led to the creation of the Mississauga Halton Community of Practice and the introduction of several new initiatives, such as:

- **Promotional videos and social media campaigns**
- **Partnerships with colleges, universities, and community organizations**
- **Scholarships and student internship pairings**
- **Creation of an online community**
- **Dissemination of French language resources for students**

Entité 3 is proud to have taken part in this successful partnership that has and will continue to increase the supply of and demand for French language health services in the Mississauga-Halton area.

## › The Active Offer Leadership Training Program: An Important Capacity Building Tool for Ontario Health Teams

This program was developed in 2015 by Entité 3 and is being constantly updated and is funded annually by the Public Health Unit of Toronto and offered to service providers. The training format has been redesigned and updated to better meet the challenges of virtual learning. Members of the GTA Working Group recognized that this is a vital tool to be used to strengthen the capacity of Ontario Health Teams and individual providers in SSEF.

# 3. Highlights of 2020–2021

## 3.1 Relationship with Service Providers

### › Partial Designation of the Women’s College Hospital (WCH)

Entité 3 has supported the Toronto Academic Pain Medicine Institute (TAPMI) chronic pain clinic at Women’s College Hospital in its partial designation process. It is also involved in an ongoing role in the creation of a WCH guide to lead the way for other hospitals interested in implementing French language services or beginning the identification or designation process (full or partial).

### › Extensive Support for Two Long-term Care Initiatives

- Entité 3 has supported the Bennett Village (Georgetown) Long Term Care Home with a proposal for redevelopment. The goal is to build a new facility with a dedicated Francophone wing (32 beds) to significantly improve their French language services. There are currently no French-speaking long-term care beds in Halton Region.
- Entity also provided support to Foyer Richelieu (Welland) in its request for 254 Francophone long-term care (LTC) beds in Toronto.
- Both projects were recently approved by the government.

### › Active Offer Training

This year, the training was offered in a webinar format to two Ontario Health Teams; Mississauga Halton Health Equity Community of Practice and West Toronto—Partners in Better Care Council, as well as three health service providers: Rexdale CHC, Women’s College Hospital and Bennett Village for a total of 70 participants. The training has been updated, and the new format is available.

### › Ongoing Custom Support for Our Territories’ Suppliers

- Rexdale Community Health Centre
- East Mississauga Community Health Centre
- CAMH
- Mount Sinai
- MOYO Health & Community Services
- Spinal Cord Injury Ontario
- Women’s College Hospital
- Bennett Village

### › Round Tables

- Facilitation of the Mississauga Halton Community of Practice
- Involvement in the Peel-Dufferin-Halton Table (PDH)
- Facilitation of the Health Committee of the PDH Table
- Involvement in the CLIF de Toronto
- Co-chair of the GTA Working Group

## 3.2 Relationship with the Community

### › Implementation of the Peel Action Group on French Language Health Services for Seniors: Equity for Francophones

Entité 3 has helped establish and is leading the work of this group to engage the various stakeholders and ensure that the needs of Francophones are better addressed, that specific projects and programs are put in place and that access to SSEF is improved for Peel seniors.

### › COVID-19

Since the beginning of the pandemic, Entité 3 has undertaken initiatives to raise awareness in the Francophone community through the following actions:

- Monitor current events to ensure that the Francophone community in its territory has access to accurate, quality information in French
- Support of several suppliers in the translation of key information relating to COVID-19
- All important updates published by the government have been immediately communicated to the community through various media (social networks, newsletters, e-blasts)
- Held 3 webinars on COVID-19 and vaccination with four partners
  - ◇ Ontario Medecine Association (OMA)
  - ◇ Credit Valley Family Health Team
  - ◇ Toronto Public Health & ACFO-Toronto.

### 3.3 COMMUNICATIONS

In response to a year of lockdown, Entité 3 reached out to its community exclusively through virtual means. In total, Entity has distributed newsletters and e-blasts to 563 members for a total of 3,378 mailings.

## 4. Entité 3 Is Also...

### › Innovation

To increase the number of providers aware of the French language health services cause, Entité 3 developed the project *“Coup de pouce pour les services de santé en français (SSEF: un dialogue novateur avec les fournisseurs)”*.

### › Evidence

Using the data collected on the OZi platform, Entité 3 has created interactive dashboards to improve accessibility. This helps suppliers and decision makers to better read, use, and interpret this important data.

### › Support for Ontario Health Teams

Entité 3 has worked on the development of tools to better support the Ontario Health Teams in the implementation of SSEF. These tools include active offer training, dashboards based on OZi and Statistics Canada data on Francophone demographics, and the innovative dialogue project with the health service providers. Integrating the Francophone lens from the beginning of the implementation of the structures is paramount.

### › Training

The Entité 3 team had the opportunity and pleasure of hosting two interns in Social Work Techniques and Health System Navigation from Collège Boréal. More than a simple sharing of knowledge and skills, the dedication and creativity of these two interns led to a rewarding teamwork on the innovative dialogue project with the FSSS.

### › Knowledge Sharing

In July 2020, a partnership was initiated between the Faculty of Arts at Ryerson University and Entité 3 and lead to:

- the presentation of the mission and achievements of Entité 3 to the public
- the analysis of the HQ Engagement platform
- promotional campaigns

This initiative allowed the Entity to strengthen its visibility and presence within the Francophone community. It also allowed the university to give Community Engaged Learning & Teaching students a chance to practise their French while showing them the importance of promoting French language health services.

## 5. Recommendations

Entité 3 collaborated with Health Ontario's SSEF coordinators on the implementation of the three-year joint plan for 2019–2022. The following recommendations have resulted from this collaboration:

### Recommendation #1

Consider the staffing needs of agencies providing health services in French and provide ongoing support for the training of bilingual health care professionals, particularly registered nurses. It is critical that sufficient bilingual health care staff be trained to meet the growing demand and to enable the two new LTC homes recently approved in Entité 3 to effectively accommodate Francophones.

### Recommendation #2

Improve the identification of health care personnel with French language skills by requiring English-speaking health care providers to promote French language skills on their job postings and by identifying, recording, updating, and posting the language skills of health care professionals within their agency.

### Recommendation #3

Improve access to reimbursement for French-language training for health care professionals by broadening the eligibility criteria for the [French Language Training for Health Care Professionals Grant](#) to support French language training for ALL health care professionals hired in the territory. The grant could be:

- Available to all health service providers, regardless of status (unidentified, identified, designated)
- Available to all health care professionals, regardless of their current level of French
- Available to all health professionals, full time AND part time
- Available to an unlimited number of employees—with the reimbursement price per course remaining the same (approximately \$300), health care professionals should be able to take as many courses as needed to perfect their medical practice in French

### Recommendation #4

- Acknowledge the need and urgency to provide public information about critical situations such as COVID-19 to French-speaking populations, including current knowledge, developments, and documents sent to the population (e.g. consent forms for vaccination)..

### Recommendation #5

- Make the Translation Network available to any health agency expressing the need to translate documents into French, regardless of their status, to support those who are motivated and to ensure that their intention to offer more documentation and information to Francophone patients is supported.

## 6. Audited Financial Statements of 2020-2021– Summary

The income statement is drawn from the audited financial statements of Entité 3. The complete financial statements, as well as the opinion letter issued by Marcil Lavallée for 2020–2021 are available for consultation at the secretariat.

### STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS FOR THE YEAR ENDED MARCH 31, 2021

	2021	2020
<b>REVENUE</b>		
LHIN grants		
– Operations (Schedule A)	\$ 568,713	\$ 568,713
– Special projects (Schedule B)	7,000	19,759
Other grants		
– Temporary Wage Subsidy for Employers	9,625	
– Women’s College Hospital – Partial Designation Pilot Project	—	22,054
– Société Économique de l’Ontario – Support to Employers	—	15,680
– Youth Canada Works	—	5,850
– College Boréal – Support to Employers	—	2,695
Amortization of deferred contributions related to capital assets (Note 7)	748	946
	<b>586,086</b>	<b>635,697</b>
<b>EXPENSES</b>		
Salaries and benefits	412,483	384,385
Rent	32,890	32,285
Telecommunications	20,627	14,221
IT maintenance	11,981	7,841
Special projects (Note 3)	7,000	19,759
Office expenses	6,282	15,301
Community engagement	6,075	7,049
Travel expenses	3,772	5,106
Advertising and promotion	3,222	21,057
Association and subscriptions	2,956	2,358
Insurance	2,490	2,352
Meetings and sector support contribution	1,166	6,924
Training	108	1,227
Professional fees and consultants	73,230	113,597
Interest and service charges	593	644
Amortization of capital assets	748	946
	<b>585,623</b>	<b>635,052</b>
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>463</b>	<b>645</b>
<b>NET ASSETS, BEGINNING OF YEAR</b>	<b>2,554</b>	<b>1,909</b>
<b>NET ASSETS, END OF YEAR</b>	<b>\$ 3,017</b>	<b>\$ 2,554</b>

## 7. Board of Directors and Team for the Fiscal Year April 2020 to March 2021

### Board of Directors for the Fiscal Year (April 2020-March 2021)

**Solange Belluz**  
President and community member  
(since September 2017)

**Jocelyne Samson**  
Vice President and community member  
(since April 2020)

**Sylvie Lavoie**  
Treasurer and community member  
(April to August 2019)  
Representative of Centres d'accueil Héritage  
(January to March 2020)  
Community member (April 2020 to July 2021)

**Laetitia Falkner**  
Treasurer and community member  
(since September 2020)

**Patricia Sidhom**  
Secretary and community member  
(since September 2020)

**Fiona Fu**  
Secretary and community member  
(September 2019 to March 2020)  
Community member (since April 2020)

### Team

**Constant Ouapo**  
Executive Director (since September 2020)

**Mamoudou Ndao**  
Finance and Human Resources Agent  
(since March 2020)

**Rosanne Lampron**  
Community Engagement and Planning Agent  
(since June 2019)

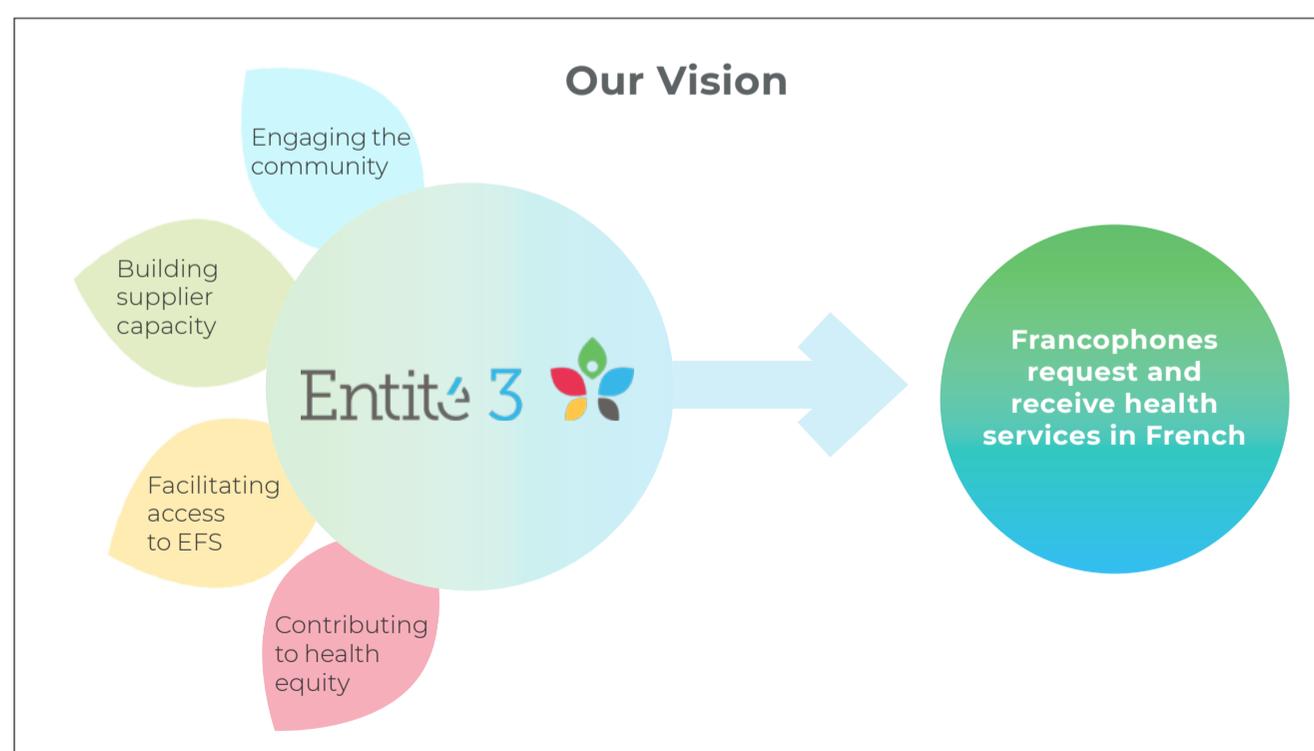
**Zahra Diallo**  
Community Engagement and Planning Agent  
(since November 2019)

**Lise Marie Baudry**  
Acting Executive Director  
(August 2019 to September 2020)

**Nadine de Thomaz de Bossierre**  
Community Engagement and Planning Agent  
(December 2019 to May 2021)

**Amina Khannous**  
Finance and Human Resources Agent  
(March 2019 to March 2021; On maternity leave  
from March 2020 to March 2021)

Ultimately, Entité 3 is working to apply an equity perspective to health system transformation.





Entité 3 