



2023 2028

French Language Services

Strategic Plan

Healthier **people.** | Healthier **communities.** | **Thriving** together.



Contents

- 1. Introduction..... 3
- 2. Linguistic Duality.....5
- 3. Background and Context 6
- 4. Regional Profile..... 14
- 5. Vision, Mission, Values & Strategic Priorities..... 20
- 6. Guiding Principles & Implementation 22
- 7. FLS Strategic Plan 25
- 8. Signature and Approval SH-SS FLS Strategic Plan..... 41
- 9. Appendix A - Map of Region and Designated Areas 42
- 10. Appendix B - Francophone Population Data..... 43
- 11. Appendix C - Statistics on Bilingual Capacity 45
- 12. Appendix D - Designated Bilingual Health Centres, Programs and Services..... 46

1.



Introduction

The French Language Services Regulation (46/98) under the Health System Governance and Accountability Act (C.C.S.M. c. H26.5) requires that designated Health Authorities in the province of Manitoba develop French Language Services strategic plans.

The Francophone Community Enhancement and Support Act (C.C.S.M. c.m. F.157) stipulates that every public body, including Health Authorities (HAs), must prepare multi-year strategic plans relating to its provision of French Language Services (FLS). These plans need to be submitted to the Minister responsible for Francophone Affairs at the time and in the form specified by the minister.

Southern Health-Santé Sud (SH-SS) presents its FLS Strategic Plan for 2023-2028. This plan outlines the strategies and means by which the HA will ensure that health services are offered and accessible in French in the Southern region.

Setting our course forward with an ambitious plan, we re-articulate our vision and mission to better align to where we want to see the future and to mobilize transformational positive change as it relates to FLS. Indeed, as captured in the region's new vision, this plan is at its heart, a renewed call to strive for **Healthier** people. **Healthier** communities. **Thriving** together.

The Plan puts forward our direction for the next five years providing a framework to guide decision-making while building alignment with Manitoba's Health System Transformation and supporting the implementation of the Provincial Clinical and Preventive Services Plan. Acknowledging the breadth and depth of the organization's programs and services, the strategic planning process yielded four core strategic priorities to focus our efforts as we move ahead.

Heading towards 2028 and beyond, the challenges we face will entail major efforts that require collaboration from everyone. We received inspiring and innovative input from various stakeholders, staff, community leaders and external organizations and, as we go forward, we remain committed to continue learning from diverse perspectives.



Our Inspiration

'Wanting to live in French is not due to lack of language ability: Even though I can function very well in English, I live in French, I think in French, I laugh in French, I cry in French, I get angry in French; I'm Francophone and I value that.'¹

¹ États généraux de la francophonie manitobaine <http://www.sfm.mb.ca/cataloge/rapport-etats-generaux-en.php>

2.



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."²

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

SH-SS respects the linguistic duality of Canada and undertakes to provide health care services in French to its francophone population.

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

3.



Background and Context

Southern Health-Santé Sud's 2016-2022 FLS Strategic Plan focused on four broad areas:

- Engaged Communities and Partners
- Active Offer in Action
- Strong FLS Policy and Administrative Framework
- Success in FLS Recruitment & Retention

Celebrating Achievements

Engaged Communities and Partners

- Active participation on *Santé en français (SEF)* committee to measure client experience relative to FLS.
- Consultations and work executed regionally and provincially to ensure the inclusion of the francophone population within the SH-SS Community Health Assessment. A consistent approach is now used to cultivate population statistics from the census. SH-SS developed and shared a summary validated by the *Table de concertation rurale du Sud*.
- Introduced the 'Welcoming Communities' concept where key engagement groups have been identified in an attempt to build our external networks, reach broader community stakeholders and recruit new potential employees.
- Participating on *Fédération des aînés franco-manitobains (FAFM)* project for the planning of an initiative to support people with dementia.
- Presentation of the SH-SS's leading practice regarding recruitment into designated bilingual positions – a standardized, integrated and collaborative approach to various health partners, provincial forum, national conference and more.

Active Offer in Action

- Dynamic promotion and maintenance of SH-SS's bilingual image: fully bilingual public website, stationery, business cards, name tags for all staff (with *Je parle français* for bilingual employees), appointment cards, client forms, client education or information materials, vehicle signage, internal and external bilingual signage in designated bilingual sites, programs and services in areas of high francophone concentration.
- Incorporation of an Active Offer video which forms part of regional orientation, where approximately 530+ new employees view per year.
- Introduction of a comprehensive Learning Management System (LMS) self-learning Active Offer module available on the Health Providers' Site.
- Development and implementation of FLS Greeting Tool to serve as a guide for Support Staff in designated bilingual positions.
- Focused orientation actively offered to managers who occupy bilingual positions to provide context and framework in hiring and selection procedures related to designated bilingual positions.
- In partnership with Primary Health Care, all positions connected to *Mon équipe santé (MÉS)* are filled. Mechanisms have been designed engage coordination and liaison between locals and the overall MÉS.

- Mechanisms are enhanced, developed and implemented to identify where and how to access bilingual health services in SH-SS: *SEF* online interactive map, FLS section of the Health Providers' Site as well as the online *Annuaire des services en français au Manitoba* offers quick links to bilingual health care services within SH-SS.

Strong FLS Policy and Administrative Framework

- Comprised of regional leaders, the FLS Advisory Committee meets biannually to provide advice and guidance on matters pertaining to FLS.
- With a focus on pro-actively supporting the organization and management, FLS policies and practices are formally reviewed to ensure alignment with new developments.
- Continual refinement of framework designed for designated bilingual positions includes:
 - human resource (HR) procedures and supporting management tools to guide managers in the recruitment and selection process
 - an extensive exercise to determine bilingual designation of over 600 positions in various sites, programs and services
 - payroll system database allowing monitoring of status of hiring into designated bilingual positions
 - an audit process designed to monitor compliance to HR procedures, specifically when hiring into designated bilingual positions.



Success in FLS Recruitment and Retention

- “*Ma carrière en santé*” formerly presented as ‘*Héros en santé*’, promoting various professions in health care, is presented annually by *SEF* to French and French Immersion high school students within the region.
- Collaboratively with the *Université de Saint-Boniface (USB)*, *SEF* and community organizations, participated in recruitment bus tours to transport nursing students to designated bilingual and non-designated health sites resulting in subsequent student requests for internship placement and eventual recruitment to nursing positions. (Initiative suspended in 2020-2022 due to pandemic).
- The *USB* has an agreement to offer the *Division scolaire franco-manitobaine (DSFM)* Grade 11 and 12 students credits for successful completion of the Health Care Aide Certificate.
- The monthly Staff Communiqué features FLS topics and language resource material.
- French language learning opportunities are sponsored by *SEF*.
- Information on various activities and events taking place in the French community is regularly sent to students registered in French language courses.
- A bilingual SH-SS presence on social media platforms provides an effective engagement opportunity to connect with stakeholders and the general public in a meaningful and timely manner, reaching a broader bilingual audience. Regional policy and standard operating procedures that include principles related to FLS communications have guided the rollout.
- Sponsored by and in partnership with *SEF*, there is a continued attendance at career fairs where there is a high concentration of francophone population including virtual career fairs during the pandemic.
- Collaboratively with the Manitoba Healthcare Providers Network and the HAs, developed targeted recruitment strategies and establishing a bilingual marketing format and platform.
- Active participation in a study conducted by *SEF* to identify the most appropriate and effective recruitment strategies to fill bilingual positions in the health care sector.
- Regular attendance of the *USB* convocation ceremonies for nursing grads to maintain a close relationship with students and to promote SH-SS as an employer of choice (suspended during pandemic).





**ACCREDITATION
AGRÉMENT**
CANADA

Accreditation Linguistic Standards - Hôpital Ste-Anne Hospital

In May 2017, the Health Standards Organization (HSO) and SEF committed to the development of an Organizational Competency Recognition Program and a Communication in Official Minority Language Situations Standard. As part of this work, a new formalized evaluation 'tool' was developed to assess the quality of linguistically appropriate services delivered by health service providers. SH-SS was asked to test this evaluation 'tool' in the context of a national pilot project, with agreement that the results of the exercise be published as part of the region's upcoming 2019 Accreditation exercise/report.

Additionally, SH-SS was asked to assess a corresponding Assessment Manual for the purpose of helping organizations implement and assess linguistic services in the context of their bilingual designation. Although the idea of the Assessment Manual was later discontinued in 2019, this gave way for a much-awaited formalized HSO standard regarding Access to Health and Social Services in Official Languages. Today, through the Accreditation process, this standard applies, on a voluntary basis, to health and social service organizations across Canada.

SH-SS is proud to have met or exceeded all FLS Accreditation Standards in the 2019 Survey: the Certificate of Recognition awarded by Accreditation Canada.

Southern Health-Santé Sud received a recognition award at the *Société Santé en français* national conference in November 2017 in recognition for this Leading Practice.

The pursuit of *Mon équipe santé (MÉS)*

MÉS strives to achieve a model of primary care delivery that emphasises accessible, coordinated, comprehensive care. Intended to embody the values, aspirations and traditions of Francophones regarding their health care needs, *MÉS* links francophone communities in a cultural, language based My Health Team prototype. *MÉS* puts the person at the centre of an integrated community of health care providers where team members all work together to provide the service a person needs, whether it's treatment, advice about how to prevent or manage an illness or, information about how to stay healthy.

MÉS has two local operational teams or hubs, both enabling service to the wider community. The hub in the western edge, based in Notre Dame de Lourdes and St. Claude, is known as *Mon équipe santé locale La Montagne (MÉS - ÉLM)*. The eastern hub is based at the Centre Medical Seine in Ste. Anne and is known as *Mon équipe santé - Équipe locale La Seine (MÉS - ÉLS)*.

Challenges

The most significant challenges in regards to FLS continue to be:

- bilingual staffing shortages: evidence supports that the number of designated bilingual positions far exceeds our region's capacity relative to bilingual high schools graduates; bilingual staff may not necessarily choose to fill a designated bilingual position
- geographic distances among the French-speaking population
- access to data on French-speaking populations, acknowledging that there has been progress on these efforts in the past few years
- awareness and understanding of Active Offer by the public and the staff (ongoing turnover)
- assessing and evaluating client experience regarding FLS
- capacity to capture francophone clients at intake.

In the context of Manitoba's health system transformation, the provincial realignment of SDO organizational structures involved shifts in leadership and management structures across the region. Also, planning and some services are now centralized within Shared Health. Strategies to provide a seamless FLS trajectory within the realigned organizational structures across the region need to be explored. Moreover, to respond to FLS requirements, enhanced communication efforts are essential between the reorganized provincial, regional and local programs and services.



SH-SS French Language Services (FLS) Unit

The SH-SS FLS Unit provides leadership and serves as a gateway in the region to facilitate decision-making regarding French language services. It provides resources and supports education:

- for the organization on appropriate and consistent implementation of FLS and to support efforts regarding bilingual designation, recruitment and retention
- for managers and employees to facilitate their commitment to Active Offer of services in French
- to the community and partners on Active Offer and request for services in French.

Using an integrated approach, the FLS Unit works in concert with sites, programs and services to:

- improve the health of the francophone population, through increased access to health services in French
- promote awareness of and support the delivery of French language services in the region
- develop FLS Strategic and Annual Action Plans, pursuant with Health Authority policy and the Government of Manitoba French Language Services Policy
- be the focal point for FLS within the HA
- encourage networking relating to FLS amongst internal stakeholders and outside partners.

Organizational Scope

SH-SS FLS Advisory Committee

Comprised of staff from various programs, services and sites across the region, the FLS Advisory Committee exists to provide advice and guidance on matters pertaining to policies, programs and practices involving the use of FLS and is responsible for:

- advising on appropriate policies and procedures on FLS and provision of Active Offer of services in French to residents of SH-SS
- promoting awareness and supporting the delivery of and access to French language services in SH-SS
- assisting in the development of FLS Strategic and Annual Plans for SH-SS
- promoting and enabling networking regarding French language services
- reviewing and evaluating implementation of FLS designation
- providing recommendations to the Senior Leadership Team as it pertains to required measures for the implementation and operationalization of the FLS plan
- fostering and monitoring the commitment of employees in the implementation of the plan
- while respecting the Personal Health Information Act (PHIA), reviewing any concerns or comments received by clients in our care, the public or employees pertaining to French language services.

The FLS Unit and FLS Advisory Committee are supported by a national provincial structure - *Société Santé en français*



**Société Santé
en français**

Established in 2007, *Société Santé en français* (SSF) is a national leader that works closely with 16 SSF networks in each province and territory to provide better access to health programs and services in French in order to improve the health of all minority francophone and acadian communities. The vision is that the SSF and its networks work to enhance health services in minority francophone and acadian communities by promoting an equitable health system that respects their cultural, social and linguistic values. SSF:

- has established and maintains a network that facilitates cooperation between the provincial and territorial networks
- promotes sharing and national partnerships and facilitates information sharing and coordination of efforts
- provides technical and professional services that respond to the needs of its member networks
- represents, as required, the interest of the networks, sectors or groups and supports them in their representations.



**Santé en
français**

The representative of the francophone community in the areas of health and social services, *SEF* works in partnership with the francophone community as well as health care and social services providers, educational bodies, governments, and community leaders, to improve and promote access to quality French-language health and social services.



**Shared health
Soins communs
Manitoba**

In 2018, Shared Health joined forces with the Francophone Affairs Secretariat and *SEF* to support a two-phased project over the period of five years (2018-2021 & 2021-2023) funded by *SEF* and focused on the planning and delivery of FLS in the context of Manitoba's health system transformation.

Tables de concertation régionales

The role of the *Tables de concertation régionales* stems from the need for a strong community presence of *SEF*. The *Tables* ensure continual linkages are maintained between communities, HAs and *SEF*.

The *Table de concertation rurale du Sud* encompasses the francophone communities within the SH-SS region and is the vehicle by which we ensure representation and participation of members of the francophone community in identifying needs pertaining to access to health care and social services in French.

Together, *SEF*, SH-SS and the *Tables de concertation rurale du Sud* continue to ensure access to bilingual services in areas of higher francophone concentration and where there is a rich francophone vitality.

Table des gestionnaires

The *Table des gestionnaires* is a management round table, responsible for informing, supporting and advising the Executive Director of *Santé en français* – Manitoba, regarding operational issues in French language health and social services, especially with health and social service institutions. The members of the FLS Unit are active members of this round table and its relevant sub-committees.



Francophone Affairs Secretariat

The Francophone Affairs Secretariat, established in 1981, has a mandate to advise the Government of Manitoba and the Minister responsible for Francophone Affairs in particular, on the development of government services in the French language, and on matters relating to the FLS Regulation in general. Among the responsibilities of the Secretariat is assisting and guiding the administrative bodies covered by the FLS Policy, including designated bilingual HAs. The Secretariat also addresses representations or complaints from the public about FLS.

4.

Southern
Health



Santé
Sud

Regional Profile

Health services across Manitoba are provided in facilities located on the original lands of First Nations and Inuit peoples, and on the homeland of the Métis Nation. Manitoba's health authorities respect that First Nations treaties were made on these territories, acknowledge harms and mistakes, and we dedicate ourselves to collaborate in partnership with First Nations, Inuit and Métis peoples in the spirit of reconciliation.



SH-SS, a multicultural, designated bilingual, rural health authority in Manitoba, covers an expanse of 27,025² kilometers of southernmost Manitoba. (Appendix A). An important gateway to the province from the U.S. international border, SH-SS stretches from the 49th parallel up to the Trans-Canada Highway from the Ontario border to Winnipeg, and then follows the southwest edge of Lake Manitoba down to the Pembina escarpment in the west.

As a thriving cultural region and the most populated of the rural Health Authorities with just over 216,000 people, SH-SS accounts for 15% of the provincial population and ranks as one of the fastest-growing areas in the province. Over the past decade, it has grown by 20%, a growth rate double the provincial average. Two factors have played major roles in this impressive population growth: the region's above average birth rate, and immigration movement from overseas and elsewhere in Canada. The health of residents is among the best in the province.

There are 4 cities, 6 towns and villages, 8 municipalities, 20 rural municipalities, 1 unorganized territory. There are 7 First Nations communities and over 60 Hutterite colonies throughout the area. Indigenous people in the region represent 10% of the overall population, and there is also a large and growing populace of Mennonite, German-speaking, Ukrainian and other cultures.

Francophones in Southern Health-Santé Sud

The region’s francophone residents have a deep connection to their language and culture and “the experience of health and well-being is closely linked to having opportunities to use French.”³ Through its collective convictions and aspirations, the francophone community has collaborated and persevered to promote access to French language services. With a high degree of vitality, the “regional” community is an integral part of the process to enhance services and solve related challenges. The francophone community is proud of its strengths and the cooperative efforts of the HA. The HA recognizes its responsibilities under the FLS Regulation of the Regional Health Authorities Act as a value-added opportunity. Accordingly, the *Table de concertation rurale du Sud* is the official representatives of the francophone community and work closely with the HA regarding matters of health and social services.

Over 21,000 people, or 11% of the population residing in the region served by SH-SS speaks French⁴. In total, there are over 39,000, or 35% of francophone Manitobans living outside of Winnipeg. This means, that SH-SS is home to more than half of the rural francophone Manitoban population.

3 Deroche, Francine; Identifying the Perceived Health Issue and Needs of Francophones in Manitoba, 2009.

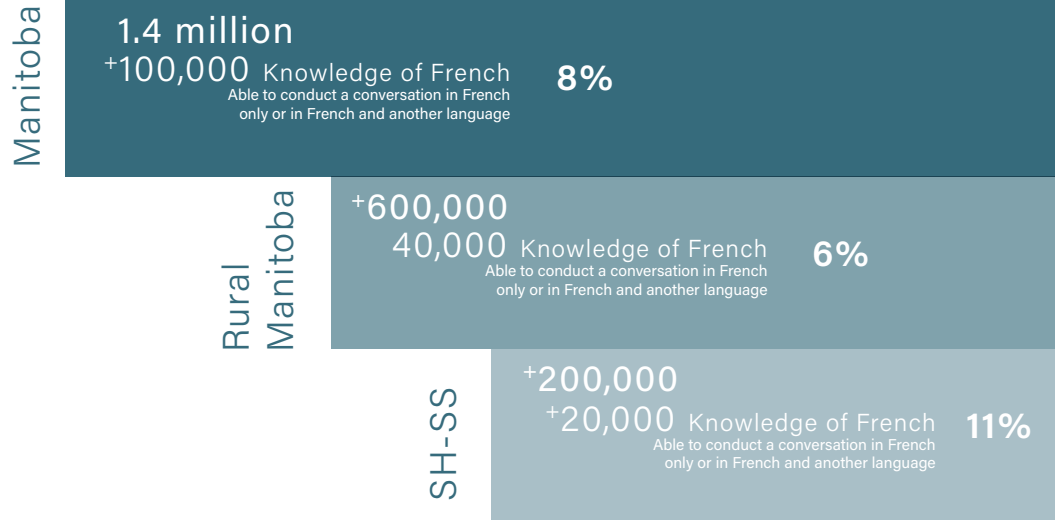
4 Population with knowledge of French, i.e. they are able to conduct a conversation in French only or in French and another language. 2021 Canadian Census.





2021 Canadian Census

Total Population in 2021



Source: Census 2021 Population Statistics 2021: Southern Health-Santé Sud
 Footnote: Rural Service Delivery Organizations (SDOs) = Manitoba-Winnipeg

The majority of these francophone residents live in villages and parishes founded by Francophones in the 19th and 20th centuries. Ten of the 15 municipalities/ Local Urban Districts (LUDs) that are members of the Association of Manitoba Bilingual Municipalities (AMBM) are located in the area served by SH-SS.⁵ These francophone communities have diverse origins and geographies. After the Métis Nation emerged, several Francophones of various origins settled in the area starting in the second half of the 19th century, including French Canadians from Quebec and Acadia, some of whom had first resided in the United States, and, Frenchmen, Belgians and Swiss.⁶

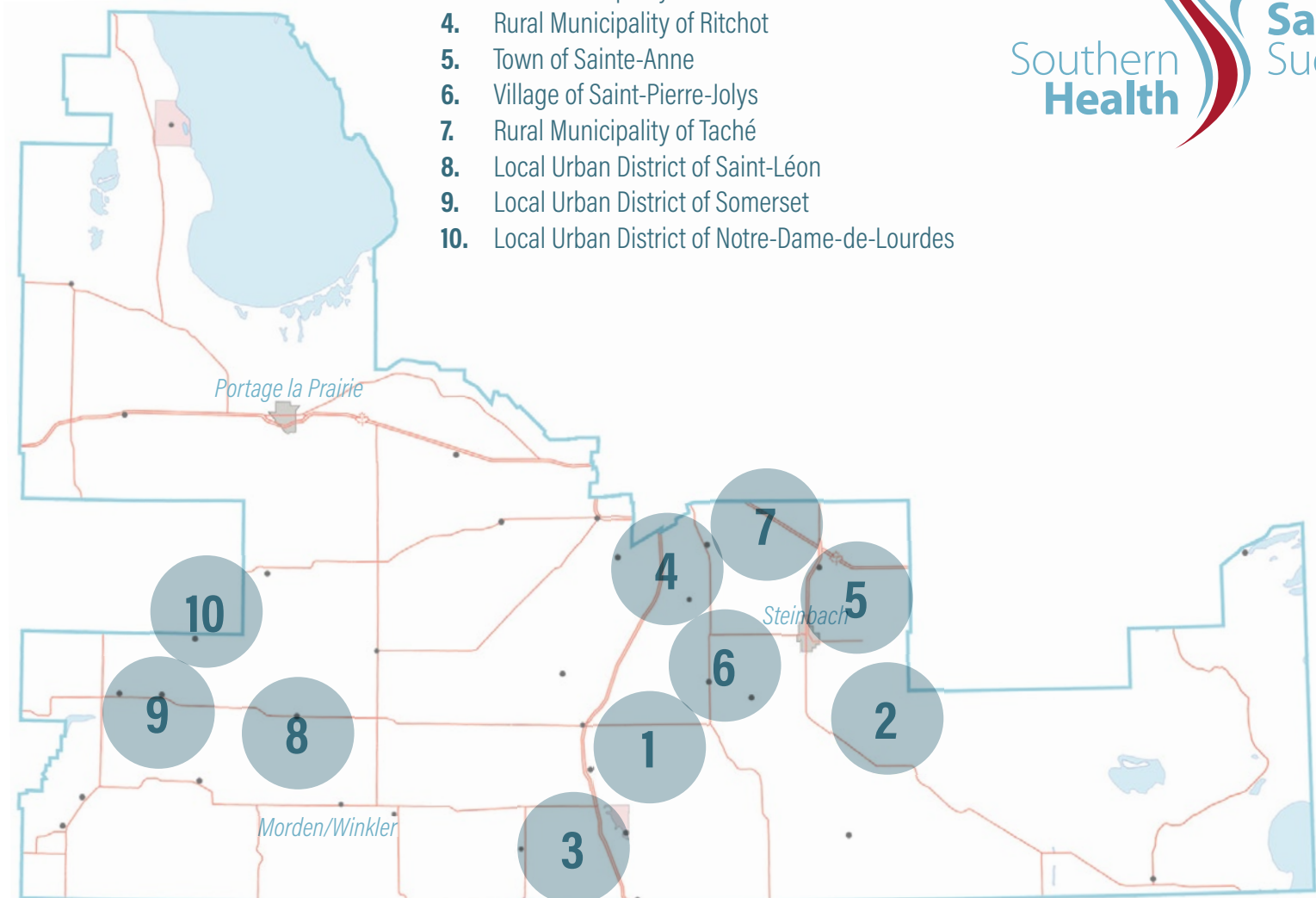
- 5 Information provided by the Association of Manitoba Bilingual Municipalities; October 19, 2022.
- 6 Fédération des communautés francophones et acadienne du Canada (2009). Profile of Manitoba's French-speaking community.

See Appendix B for Manitoba's francophone population by community in Southern Health-Santé Sud.

Southern Health-Santé Sud's Bilingual Municipalities

Members of the Association of Manitoba Bilingual Municipalities (AMBM)

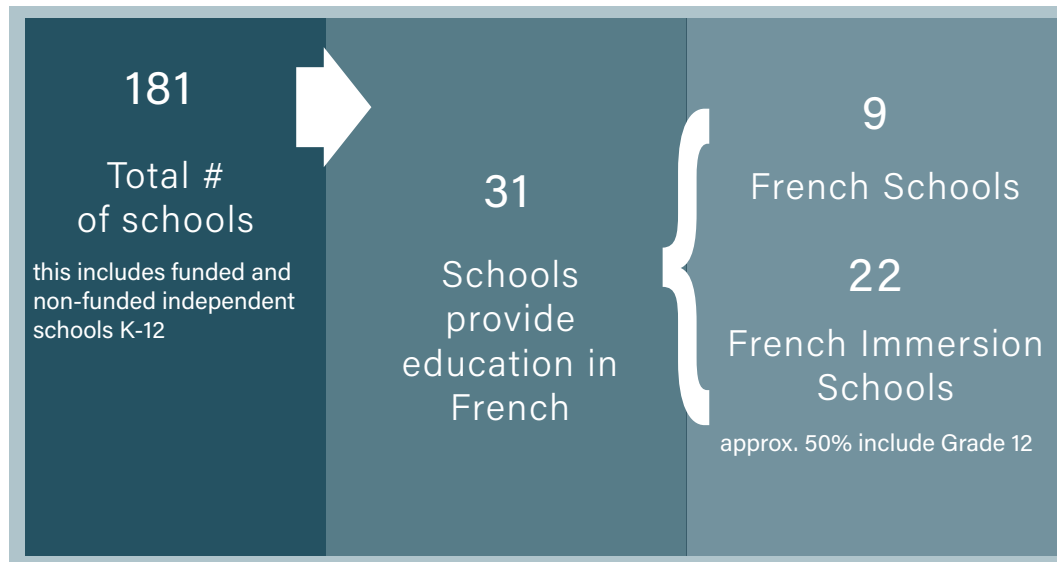
1. Rural Municipality of De Salaberry
2. Rural Municipality of La Broquerie
3. Rural Municipality of Montcalm
4. Rural Municipality of Ritchot
5. Town of Sainte-Anne
6. Village of Saint-Pierre-Jolys
7. Rural Municipality of Taché
8. Local Urban District of Saint-Léon
9. Local Urban District of Somerset
10. Local Urban District of Notre-Dame-de-Lourdes



Student Population Profile



Southern Health-Santé Sud
2021



Source: School Enrollment Reports - Enrolment September 29, 2021 https://www.edu.gov.mb.ca/k12/finance/sch_enrol/index.html

5,383
Total enrollments of
DSFM & French Immersion
students in
Southern Health-Santé Sud

This currently represents approx.
250 bilingual graduates annually.

Eight (8) School Divisions
offering French/French
Immersion
in Southern Health-Santé Sud

Border Land
Division scolaire franco-manitobaine
Portage la Prairie
Prairie Rose
Prairie Spirit
Red River Valley
Seine River
Western

School Enrollments by Language Program

	Manitoba	Southern Health-Santé Sud
Enrollments in the <i>Français</i> program (approx.) Students completing their education in this program will be fluent in both official languages and have a sound knowledge and sense of belonging in the francophone culture.	5,835	2,219
Enrollments in the French Immersion program (approx.) Students completing their education in this program will be fluent in both official languages.	27,361	3,164
Enrollments in the English program (approx.) Students completing their education in this program may have a core French course but do not receive adequate education to use French fluently.	172,264	25,740
Total number of students (approx.)	205,460	31,123

Source: Annual Report of Manitoba Education and Early Childhood Learning <https://www.edu.gov.mb.ca/annualreports/>

School Enrollment Reports - Enrollment September 29, 2021 https://www.edu.gov.mb.ca/k12/finance/sch_enrol/index.html



This is a significant representation of the francophone community and a pool of potential future bilingual employees.

5.



Vision,
Mission,
Values &
Strategic
Priorities

Healthier **people**.
Healthier **communities**.
Thriving together.

Partnering with our communities, we provide safe, accessible and sustainable people-centred health care.

Uncompromising
INTEGRITY

Purposeful
INNOVATION

RESPECT
for all

Pursuit of
EXCELLENCE

Healing
COMPASSION

Dr. Denis Fortier
Regional Lead - Medical Services & CMO
Senior Leadership
Team Member - FLS
Portfolio



Access the French version of the FLS Strategic Plan 2023-28



Strategic Priorities

A Positive Experience



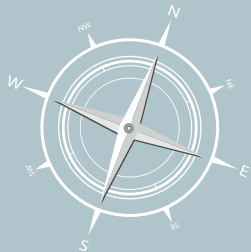
A focus on quality health services
Improved health system performance

A Healthy, Empowered and Thriving Workforce

Intentional Community Engagement

Sustainable Health Services

Earlier this year, the Board of Directors met through a series of virtual workshops. This foundational work has led to the development of new vision, mission and values for Southern Health-Santé Sud.



6.

Principles



Guiding Principles & Implementation

Providing us with a clear focus, our plan revolves around four strategic directions that align with SH-SS's strategic priorities. The plan is a result of the collective wisdom and input from the community, SH-SS staff and our regional and provincial partners on an ongoing basis. Through the years they actively shared their personal insight and organizational perspectives. With the FLS team, strategic planning is essentially an open-ended integral part of routine discussions with our diverse stakeholder networks where we explore areas of focus for FLS in health care.

In addition to the ongoing consultations and engagement, key Informants and the Regional Leadership Team participated in interviews or by survey during the Fall of 2021 to further inform our planning.

Interview and survey questions focused on identifying strengths, challenges and opportunities. Our strategy development process also included a focused FLS environmental scan.

Principles Guiding SH-SS in its Implementation of FLS

1. The Government of Manitoba's FLS Policy and The Francophone Community Enhancement and Support Act provides the basis for all decisions and actions.
2. The Health System Governance and Accountability Act – FLS Regulation Revised/approved July 8, 2022.
 - a. recognition that health outcomes are influenced by language congruence.
3. Engaging in Active Offer of services in French. To this end, it ensures that:
 - a. appropriate sites and programs are designated bilingual
 - b. designated sites and programs are located in, but not limited to areas of higher francophone population, in communities with a high degree of francophone vitality, and/or in locations serving the francophone population.
4. Designated bilingual sites and programs communicate in both official languages with their external audience (general public):
 - through verbal, written and electronic communications
 - at a comparable level of quality to those offered in English
 - in a manner that is:
 - Evident* - sites, services and staff offering French service are well identified to the public
 - Readily available* - people should receive little to no delay in service
 - Easily accessible* - service is maintained at appropriate levels to meet demand when and where needed.
5. The promotion of its commitment to the Active Offer of services in French (promotional activities, articles, etc.) to increase public awareness of available FLS.
6. The support of FLS and its Active Offer of services in French by leadership plays an active role in creating an ambience, culture and organizational structure where the Active Offer concept is embraced and encouraged.
7. Seeking partnerships favoring collaboration on the implementation of FLS throughout the province.
8. FLS Unit's responsibility for the advocacy and coordination of the provision of quality French language services and communications.

Language is a key indicator of cultural diversity. It is through language that people communicate and build relationships and common understandings.

Source: San'yas Indigenous Cultural Safety

Southern Health-Santé Sud Policy Statements

FLS - General Policy

The purpose of this policy is to facilitate the Active Offer of services in French and the delivery of health services in both official languages, the implementation of the region's FLS Strategic Plan and policies, to provide leadership and to support decision-making and education.

FLS - Communication in Official Languages

This policy guides SH-SS in adhering to Active Offer principles. More specifically, it stipulates that all written (printed, digital) communications targeted at the general public or destined to clients in designated bilingual sites, programs and services or bilingual communities are published in both official languages. Clients' official language of choice, be it verbal or written, is welcomed and respected.

The primary language of operation in SH-SS is English inclusive of designated sites, programs and services.

FLS - Designation of Francophone Bilingual Site & Positions

SH-SS recognizes that bilingualism is a bona fide qualification within all designated bilingual positions. This policy identifies a framework for designation of bilingual positions. The process of designating new positions or reviewing designation of existing ones is based on current targets being met, geographic assignment of the position, client needs and role expectation of the position. This ensures that the specific services we offer in French meet the needs of the greatest number of francophone clients.

Policy and procedures support managers in the recruitment process to designated bilingual positions.

FLS - Translation

This policy provides a process for translating documents to ensure that quality, timely and consistent translation of HA-authored and externally copyrighted material is used.



Southern Health-Santé Sud policies are in place to guide the delivery of services in both official languages. These policies reflect the purpose of the Government of Manitoba French Language Services Policy.

7.



FLS Strategic Plan

FLS Strategic Priorities 2023-2028

Active Offer: an invitation to a positive client experience

Recruitment & Retention for a thriving bilingual workforce

Connecting with the Community

Sustainable FLS Model

In the context of the broad-based Manitoba Health System Transformation in which we currently operate and the significant pressures and major challenges emerging from the pandemic, the implementation of FLS Strategic Plan 2023-28 will be done in collaboration with our communities and partners and in concert with SH-SS's Strategic Health Plan 2023-28 which specifically states a commitment for:

- proactive focus on FLS Active Offer mandate
- sustained recruitment and retention into FLS designated bilingual positions.

The FLS Strategic Plan 2023-28 subsequently provides a framework for its implementation with initiatives, action steps, key performance indicators, measurable statements and timelines, allowing our team to action the strategic directions outlined in this plan.

Strategic Direction	Strategic Initiatives	Action Steps	Key Performance Indicators Output	Measurable Statements Outcome	Timeline
<p>1.</p> <p>Active Offer: An invitation to a Positive Client Experience</p>	<p>1.1</p> <p>The Active Offer concept is a key component of Southern Health-Santé Sud's (SH-SS's) training and orientation for all staff</p>	<p>1.1.1</p> <p>Expand orientation and learning opportunities and further develop relevant tools for staff to better understand, to provide and practice the concept of Active Offer (AO)</p>	<p>a)</p> <p>Number of orientated employees to basic AO at Regional Orientation (RO)</p> <p>b)</p> <p>Number of AO learning opportunities and tools available for staff</p> <p>c)</p> <p>Number of training sessions offered to management with a focus on recruitment and selection into DBPs</p> <p>d)</p> <p>Number of managers having completed recruitment and selection into DBPs training</p> <p>e)</p> <p>Number of FLS specific orientation sessions offered to management in designated bilingual sites/ programs</p> <p>f)</p> <p>Number of managers having received FLS specific orientation</p>	<p>1.1</p> <p>The active offer concept is made evident to all SH-SS staff to ensure francophone clients have a positive client experience</p>	<p>1.1.1</p> <p>May 2024 & Ongoing</p>
	<p>1.1.2</p> <p>Explore the implementations for all staff to complete the online AO training module (LMS)</p>	<p>1.1.2 a)</p> <p>Number of employees in DBPs having completed the online AO training module (LMS)</p>	<p>1.1.2 a)</p>	<p>1.1.2 a)</p>	<p>1.1.2 a)</p> <p>2024-2025 & Ongoing</p>

Strategic Direction	Strategic Initiatives	Action Steps	Key Performance Indicators <i>Output</i>	Measurable Statements <i>Outcome</i>	Timeline
<p>1.</p> <p>Active Offer: An invitation to a Positive Client Experience</p>		1.1.2 (cont'd)	<p>b)</p> <p>Number of employees not in in DBPs having completed the online AO training module (LMS)</p>		<p>1.1.2 b)</p> <p>2027-2028</p>
	1.2	1.2.1	a)	1.2	1.2.1
	<p>Development of role-appropriate training and introduction of new French language training normalize the concept and implementation of AO of services in French in a standardized approach</p>	<p>Explore the possibility of offering additional French language training to staff in key positions and for non-bilingual staff to further their service delivery in French</p>	<p>b)</p> <p>Number of new approaches explored to offer role-appropriate training</p> <p>b)</p> <p>Number of French Language training offerings</p> <p>c)</p> <p>Number of staff who participated in the training</p>	<p>The active offer concept is made evident to all SH-SS staff to ensure Francophone clients have a positive client experience.</p>	<p>2023 & Ongoing</p>

Strategic Direction	Strategic Initiatives	Action Steps	Key Performance Indicators Output	Measurable Statements Outcome	Timeline
1. Active Offer: An invitation to a Positive Client Experience	1.3	1.3.1	a)	1.3	1.3.2
	Networking opportunities are established for bilingual staff to share information, knowledge, experiences, stories and best practices, to provide employee autonomy, resources and support needed to offer French language services	Promote regional, provincial and national networking events and workshops	Number of communications distributed advertising events b) Number of networking events or workshops held c) Number of participants	Workshops, forums, Staff Communiqué (newsletter) and other networking opportunities are promoted among all bilingual staff including Shared Health employees currently working within SH-SS health sites/ programs/services	2027-2028 & Ongoing
		1.3.2	a)		1.3.1
		Develop an in-house francophone cultural awareness event to enhance networking opportunities and improve inclusion	Number of cultural awareness events held b) Number of participants		2027 & Ongoing
	1.4	1.4.1	a)	1.4	1.4.1
	Existing mechanisms to identify where and how to access bilingual health care services in SH-SS are enhanced	Update listing of SH-SS designated bilingual programs/services/sites that are available in French	The inventory of SH-SS designated bilingual programs/ services/sites is updated annually b) Number of SH-SS designated bilingual programs/services	Identification of francophone health care is maintained and broadly shared regionally with the francophone population and service providers to enhance access and quality of care in French	Annually
	1.4.2	a)		1.4.2	
	Share listing of SH-SS designated bilingual programs/services/sites that are available in French internally and externally	Listing is shared internally annually b) Listing is shared with applicable external stakeholders and partners annually		Annually	

Strategic Direction	Strategic Initiatives	Action Steps	Key Performance Indicators Output	Measurable Statements Outcome	Timeline
<p>1.</p> <p>Active Offer: An invitation to a Positive Client Experience</p>		<p>1.4.3</p> <p>Explore how to better integrate a continuum of FLS for patients throughout their care journey regardless of whether a program/service/site is designated bilingual</p>	<p>a)</p> <p>Finalize a report to provide analysis and begin evaluation of FLS care continuum across the region</p>		<p>1.4.3</p> <p>2027-2028</p>
	<p>1.5</p> <p>All information and documents for clients and their families are available in both English and French</p>	<p>1.5.1</p> <p>Perform an audit on availability of documents in French to measure compliance in the region and address gaps as required</p>	<p>a)</p> <p>Number of site/program audits of existing documents that have been completed</p>	<p>1.5</p> <p>Any external communications and client/patient resources are available simultaneously in both official languages</p>	<p>1.5.1</p> <p>2025-2026 & Ongoing</p>
		<p>1.5.2</p> <p>A translation strategy is developed and put into practice to prioritize the translation of documents and information only available in English</p>	<p>a)</p> <p>A translation strategy is implemented</p> <p>b)</p> <p>Number of documents identified as needing translation</p> <p>c)</p> <p>Number or percentage of documents available in French and English</p>		<p>1.5.2</p> <p>2026-2027</p>

Strategic Direction	Strategic Initiatives	Action Steps	Key Performance Indicators Output	Measurable Statements Outcome	Timeline
<p style="font-size: 2em; font-weight: bold; margin: 0;">2.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; margin: 0;">Recruitment & Retention for a thriving bilingual workforce</p>	2.1	2.1.1	a)	2.1	2.1.1
	<p>Implementation of both provincial and regional innovative and targeted recruitment initiatives in collaboration with francophone communities, organizations and educational partners</p>	<p>Collaborate with Shared Health to ensure alignment of bilingual workforce in designated sites/ programs/services (i.e. EMS, Diagnostics)</p>	<p>Inventory of Shared Health programs/services/sites within SH-SS is updated</p> <p>b)</p> <p>Inventory of Shared Health employee statistics regarding DBPs is updated</p> <p>c)</p> <p>Number of meetings with Shared Health to discuss annual findings regarding bilingual workforce alignment</p>	<p>The successful hire rate of DBPs increases regionally and turnover in DBPs decreases regionally by engaging with the francophone community and educational partners</p>	<p>2023 & Ongoing</p>
		2.1.2	a)		2.1.2
		<p>Collaborate with Shared Health and <i>Santé en français</i> to involve and inform established francophone community organizations, Francophone Immigration Network, schools and other francophone groups with employment opportunities and competencies required for a specific health care profession</p>	<p>Number or frequency of communications - of informing identified stakeholders</p>		<p>2023 & Ongoing</p>
2.2	2.2.1	a)	2.2	2.2.1	
<p>In collaboration with Shared Health and other SDOs, SH-SS will help establish a provincial Francophone Health Human Resources (FHHR) strategy to align services with the needs of its francophone population</p>	<p>Collaborate with Shared Health and other SDO's to identify programs and services that have the greatest FHHR</p>	<p>Number of programs/services in greater need of FHHR are identified</p>	<p>The francophone community's specific needs are identified and specific recruitment and retention approaches for FHHR are integrated into broader provincial HHR strategy</p>	<p>2023 & Ongoing</p>	

Strategic Direction	Strategic Initiatives	Action Steps	Key Performance Indicators Output	Measurable Statements Outcome	Timeline
<p style="font-size: 48px; margin: 0;">2.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg); margin: 0;">Recruitment & Retention for a thriving bilingual workforce</p>		<p>2.2.2</p> <p>Inform the provincial HHR team and other committees and stakeholder of SH-SS FHHR needs</p>	<p>a)</p> <p>Number of updates provided to the provincial HHR team, other committees and stakeholders</p>		<p>2.2.2</p> <p>2023 & Ongoing</p>
		<p>2.2.3</p> <p>Explore potential strategies in collaboration with Shared Health, SH-SS Recruitment & Retention team, <i>Santé en français</i> and immigrant services (eg. Regional Connections, RIF) to facilitate the attraction, inclusion and retention of French speaking immigrants within SH-SS's workforce</p>	<p>a)</p> <p>A strategy to facilitate the attraction and inclusion of French speaking immigrants is developed</p> <p>b)</p> <p>Number of forged relationships with organizations that work within the immigration sector</p> <p>c)</p> <p>Number of recruitment-led activities attended, hosted by immigration organizations</p>		<p>2.2.3</p> <p>2025-2028</p>
		<p>2.3</p> <p>Foster strategic collaboration aimed at advocating the increase of the number of bilingual graduates in post-secondary educational institutions to expand recruitment opportunities</p>	<p>2.3.1</p> <p>Collaborate with SH-SS's HR team and incorporate the need of FHHR capacity through community and post-secondary institutions consultations</p>	<p>a)</p> <p>Number of consultations with SH-SS Recruitment & Retention team to ensure the FHHR lens is considered</p>	<p>2.3</p> <p>SH-SS's strategic partnerships and advocacy have resulted in the expanded recruitment opportunities for bilingual individuals and that the health region is able to better respond to the francophone community's service demands</p>

Strategic Direction	Strategic Initiatives	Action Steps	Key Performance Indicators <i>Output</i>	Measurable Statements <i>Outcome</i>	Timeline
<p style="font-size: 48px; margin: 0;">2.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg); margin: 0;">Recruitment & Retention for a thriving bilingual workforce</p>		2.3.2	a) Number of consultations with community and post-secondary institutions b) Number of new partnerships		2.3.2 2023 & Ongoing
		2.3.3	a) Data and HR trends on DBPs are provided to <i>Santé en français</i> b) Number of presentations to targeted francophone and immersion schools in SH-SS		2.3.3 Annually
		2.3.4	a) Number of health site visits within SH-SS designated sites b) Number of bilingual practicum placements within SH-SS designated sites c) Number of post-secondary recruitment presentations with a focus on FHHR d) Information on designated sites/ programs/services within SH-SS that can accommodate bilingual students placements is shared with Shared Health		2.3.4 2023 & Ongoing

Strategic Direction	Strategic Initiatives	Action Steps	Key Performance Indicators <i>Output</i>	Measurable Statements <i>Outcome</i>	Timeline
<p style="font-size: 48px; margin: 0;">2.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg); margin: 0;">Recruitment & Retention for a thriving bilingual workforce</p>		<p>2.4.3</p> <p>Review of the actions/steps specific to DBPs incorporated in the recruitment and selection procedures</p>	<p>a)</p> <p>Number of updates to the recruitment and selection procedures</p>		<p>2.4.3</p> <p>Annually</p>
	<p>2.5</p> <p>Collaboration with internal and external partners, ensures integration of FLS lens in the creation of new positions within sites/ programs/services</p>	<p>2.5.1</p> <p>Participate in Senior Leadership level committee to ensure full integration of FLS in SH-SS operational sites/programs/services</p>	<p>a)</p> <p>Number of updates provided to Senior Leadership Team (SLT)</p> <p>b)</p> <p>Number of recommendations proposed to SLT</p> <p>c)</p> <p>Number of recommendations approved and implemented</p>	<p>2.5</p> <p>Planning and delivery of health services in French are fully integrated in organization structure and function by providing FLS insight and direction to the Senior Leadership & sites/programs/services to ensure alignment with the provincial and regional HHR strategies and the FHHR strategies</p>	<p>2.5.1</p> <p>2023 & Ongoing</p>
		<p>2.5.2</p> <p>Ensure SH-SS designated sites/programs/services are integrating FLS in planning and service delivery</p>	<p>a)</p> <p>Number of site recommendations regarding FHHR needs</p> <p>b)</p> <p>Number of program recommendations regarding FHHR needs</p>		<p>2.5.2</p> <p>2023 & Ongoing</p>

Strategic Direction	Strategic Initiatives	Action Steps	Key Performance Indicators <i>Output</i>	Measurable Statements <i>Outcome</i>	Timeline
<p style="font-size: 48pt; margin: 0;">2.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg); margin: 0;">Recruitment & Retention for a thriving bilingual workforce</p>	2.6	2.6.1	a)	2.6	2.6.1
	Exploration of a focused FLS recognition program to enhance employee satisfaction and engagement	FLS Unit explores possibilities of an employee recognition program	Number of possibilities identified	The potential of an FLS recognition program will increase employee satisfaction and engagement	December 2026
		2.6.2	a)		a)
	Engage with FLS advisory committee, SH-SS designated program/site leads and staff to identify/ explore possible employee recognition options. (eg. online survey)	Number and type of communications shared with FLS advisory committee, SH-SS designated program/site leads and staff	b) Number of ideas and suggestions received by employees and identified for consideration		March 2027
		c)	Type of program implemented		b) March 2027
					c) April 2028

3.

Connecting with the Community

Strategic Direction	Strategic Initiatives	Action Steps	Key Performance Indicators <i>Output</i>	Measurable Statements <i>Outcome</i>	Timeline
	<p>3.1</p> <p>An established research collaboration within SH-SS for the development of data collection to better understand perceived and expressed needs of the francophone community</p>	<p>3.1.1</p> <p>Ensure that distribution of all SH-SS Client Patient Experience Survey (CPES) are inclusive of francophone health indicators in order to measure client satisfaction and population needs</p>	<p>a)</p> <p>Francophone health identifiers and data are incorporated into the CPES</p> <p>b)</p> <p>Number of FLS indicators incorporated in the CPES</p> <p>c)</p> <p>CPES are offered in both official languages</p>	<p>3.1</p> <p>Progress and measurement of advancements of the health status and needs of the francophone community are integrated, reliably monitored and evaluated to inform service delivery integration and planning</p>	<p>3.1.1</p> <p>2023 & Ongoing</p>
		<p>3.1.2</p> <p>Collaborate with internal research partners for collection of indicators to assist with the evaluation of demographics, utilization, health status and needs of population</p>	<p>a)</p> <p>Number of francophone health data points incorporated into existing and future research, data analysis and community consultations</p>		<p>3.1.2</p> <p>2023 & Ongoing</p>

Strategic Direction	Strategic Initiatives	Action Steps	Key Performance Indicators <i>Output</i>	Measurable Statements <i>Outcome</i>	Timeline
3. Connecting with the Community	3.2 In partnership with <i>Santé en français</i> , support and participate in meetings of the <i>Table de concertation rurale du Sud</i> and other pertinent groups, bringing forth a FLS focus and initiatives to enhance access and delivery of bilingual health care services in SH-SS	3.2.1 Measure the satisfaction of bilingual service delivery with the francophone community by regularly consulting with key partners, stakeholders and community members (<i>Tables de concertations, Santé en français, etc.</i>)	a) Number of formal consultation with key partners and stakeholders to gauge bilingual service delivery satisfaction	3.2 Francophone communities are presented with opportunities to contribute in the planning of services in French	3.2.1 2023 & Ongoing
	3.3 Revitalize community engagement efforts and collaborative planning partnerships with concentrated and dispersed francophone population throughout the region	3.3.1 Assume role of community liaison between staff and local francophone community members	a) Number of shared local/ regional/ provincial francophone activities/ events and methods of communication b) Number of rewards (eg, tickets to events, prizes) shared via SH-SS FLS	3.3 Local and regional francophone cultural/ recreational activities are shared with bilingual staff and staff enrolled in French language training providing an opportunity for staff to immerse themselves in francophone culture	3.3.1 2023 & Ongoing
		3.3.2 Explore methods of recognition for individuals/ groups from the communities in celebration of engagement efforts pertaining to the vitality of the French language services within the region	a) Explore methods of recognition of community member contributions to the SH-SS region b) Implement recognition of community member contributions to the SH-SS region		3.3.2 2025-2026

Strategic Direction	Strategic Initiatives	Action Steps	Key Performance Indicators Output	Measurable Statements Outcome	Timeline
4. Sustainable FLS Model	4.1	4.1.1	a)	4.1	4.1.1
	With a focus on proactively supporting the organization and management, FLS policies and practices are formally reviewed to ensure alignment with new developments and standardization across the region and the province	Review and update current SH-SS FLS policies in alignment with established provincial Shared Health policies	Number of policies reviewed b) Number of policies updated	SH-SS francophone community is able to receive consistent services in French in designated sites/ programs/services	Annually
		4.1.2 Identify other SH-SS policies that may benefit from an FLS lens and suggest recommendations to integrate the broader FLS strategies	a) Number of other SH-SS policies reviewed b) Number of recommendations to policies that may need to integrate FLS strategies c) Number of consultations with appropriate site/program/service lead		4.1.2 May 2024 & Ongoing
	4.2	4.2.1	a)	4.2	4.2.1
	Cultivate awareness of the importance and the value of Language Access Interpreter Services (LAIS) and its policy, including staff education, to minimize risk and improve patient safety	Improve awareness and information sharing regarding available Language Access Interpreter Services throughout the region to assist with FLS	Number and type of communications regarding LAIS shared regionally to service providers and users b) Number and type of French Language Interpretation Services requests (Over-the-Phone/In Person)	LAIS Information is shared regionally to health service providers and users to enhance the patient experience	2023-2024 & Ongoing

Strategic Direction	Strategic Initiatives	Action Steps	Key Performance Indicators <i>Output</i>	Measurable Statements <i>Outcome</i>	Timeline
<p style="font-size: 48pt; font-weight: bold; margin: 0;">4.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; margin: 0;">Sustainable FLS Model</p>		4.2.2	a)		4.2.2
		Participate in Provincial Language Access Advisory Committee (PLAAC) meetings	Number of PLAAC meetings attended		2023-2024 & Ongoing
		4.2.3	a)		4.2.3
		Provide input to Language Access/Shared Health to develop an awareness strategy	Number of ideas and suggestions shared for the development of an awareness strategy		2024-2025
	4.3	4.3.1	a)	4.3	4.3.1
	In collaboration with <i>Santé en français</i> , plan and implement provincial data collection strategy for FLS services at regional level by streamlining and aligning data repositories and performance indicators to enable efficiencies in reporting and monitoring (ie OZi platform, etc).	Implement OZi questionnaire within SH-SS and support full completion of same	a) OZi questionnaire is implemented within SH-SS b) Number of participating SH-SS programs/services/sites	Progress and measurement of SH-SS FLS advancements are monitored and evaluated by means of the OZi platform which allows for standardized reporting	March 2023 & Annually
	4.3.2	a)		4.3.2	
	Analyze captured data to inform relevant planning activities	Number of conclusions and recommendations drawn from measures		April 2024 & Ongoing	

Strategic Direction	Strategic Initiatives	Action Steps	Key Performance Indicators Output	Measurable Statements Outcome	Timeline
4. Sustainable FLS Model	4.4 Introduction of a pilot project with the Health Standards Organization (HSO) Official Languages Recognition Program (OLRP) standard for ensuring patient-centred quality care focused on safety and equity	4.4.1 Participate in regional discussions and inform leaders on the implementation of the HSO standard	a) Participation in regional discussion for implementation of the HSO-OLRP standard b) Number of communications about the forthcoming implementation of the HSO standard has been developed and implemented	4.4 Intended to enhance and promote access to health and social services in both official languages, this voluntary standard is introduced as a measure of quality within the broader FLS regional context and preparatory work is completed to prepare for accreditation for participating programs/sites	a) 2023-2024 & Ongoing b) 2024-2025 & Ongoing
		4.4.2	a)		4.4.2
		Identify participating pilot programs/site	Number of participating pilot programs/sites		June 2024 & Ongoing
		4.4.3 Support the participating leads and teams throughout the HSO-OLRP process	a) Number of consultations with participating leads b) Number of pilot programs/sites having completed the Self-Assessment at Competency Level 1 (Discovery)		4.4.3 June 2024 & Ongoing
		4.4.4 Conduct an analysis of the HSO-OLRP implementation to determine further exploration of roll-out or rotation of participating programs/sites within the region	a) Number of conclusions and recommendations drawn from analysis b) Number of sites /programs considered for further roll-out or rotation of participation		4.4.4 2025-2026

8.



Signatures & Approvals

Handwritten signature of Jane Curtis in black ink.

Jane Curtis

Chief Executive Officer
Southern Health-Santé Sud

24-Apr-2023

Date

Audrey Gordon
Minister of Health

Date

Handwritten signature of Rochelle Squires in black ink.

Executive Director
Santé en français

April 26th 2023

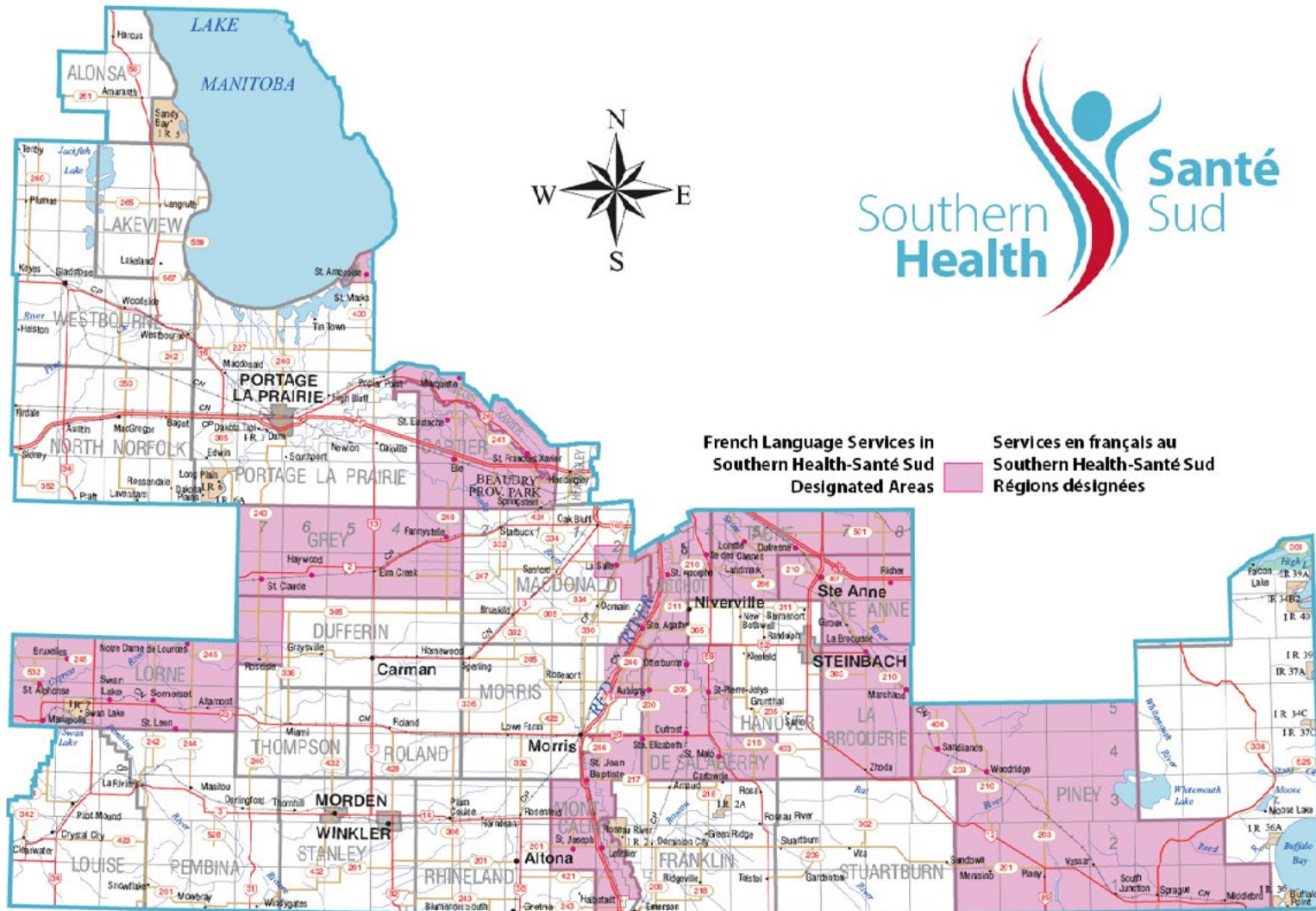
Date

Rochelle Squires
Minister responsible for Francophone Affairs

Date

Appendix A

Designated Areas of FLS in Southern Health-Santé Sud



Appendix B

Francophone Population Data

RM/City/Town/Village/FN	Population		Knowledge of French ¹⁴	% French
	2021	2016		2021
Alonsa, RM	1,210	1,247	30	2%
Altona, Town of	4,267	4,212	165	4%
Carman, Town of	3,114	3,164	145	5%
Cartier, RM	3,344	3,368	435	13%
De Salaberry, RM	3,918	3,580	1,580	40%
Dufferin, RM	2,543	2,435	145	6%
Emerson-Franklin, RM	2,437	2,537	220	9%
Grey, RM	2,517	2,648	660	26%
Hanover, RM	17,216	15,733	695	4%
Headingley, RM	4,331	3,579	305	7%
La Broquerie, RM	6,725	6,076	1,180	18%
Lorne, RM	2,904	3,041	1,165	40%
Louise, RM	2,025	1,918	45	2%
MacDonald, RM	8,120	7,162	725	9%
Montcalm, RM	1,278	1,260	550	43%
Morden, City	9,929	8,668	560	6%
Morris, RM	3,049	3,047	195	6%
Morris, Town	1,975	1,885	195	10%
Niverville, Town	5,947	4,610	595	10%
North Norfolk, RM	3,915	3,853	95	2%
Pembina, RM	2,406	2,347	85	4%

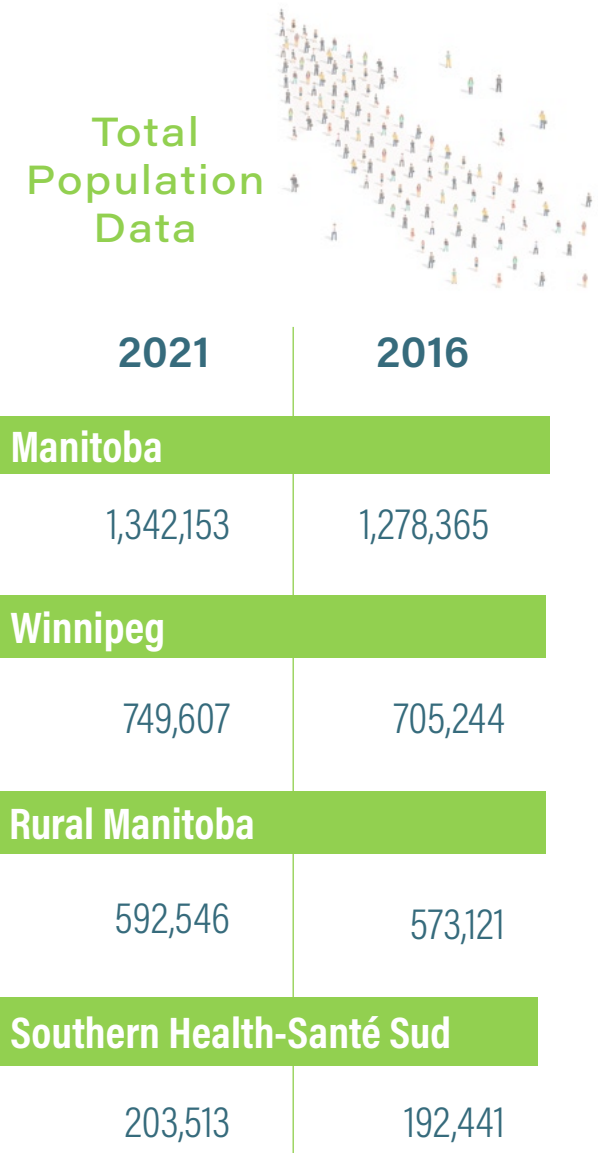
¹⁴ Source: Statistics Canada (2021 Census)

a) Knowledge of official language: English and French

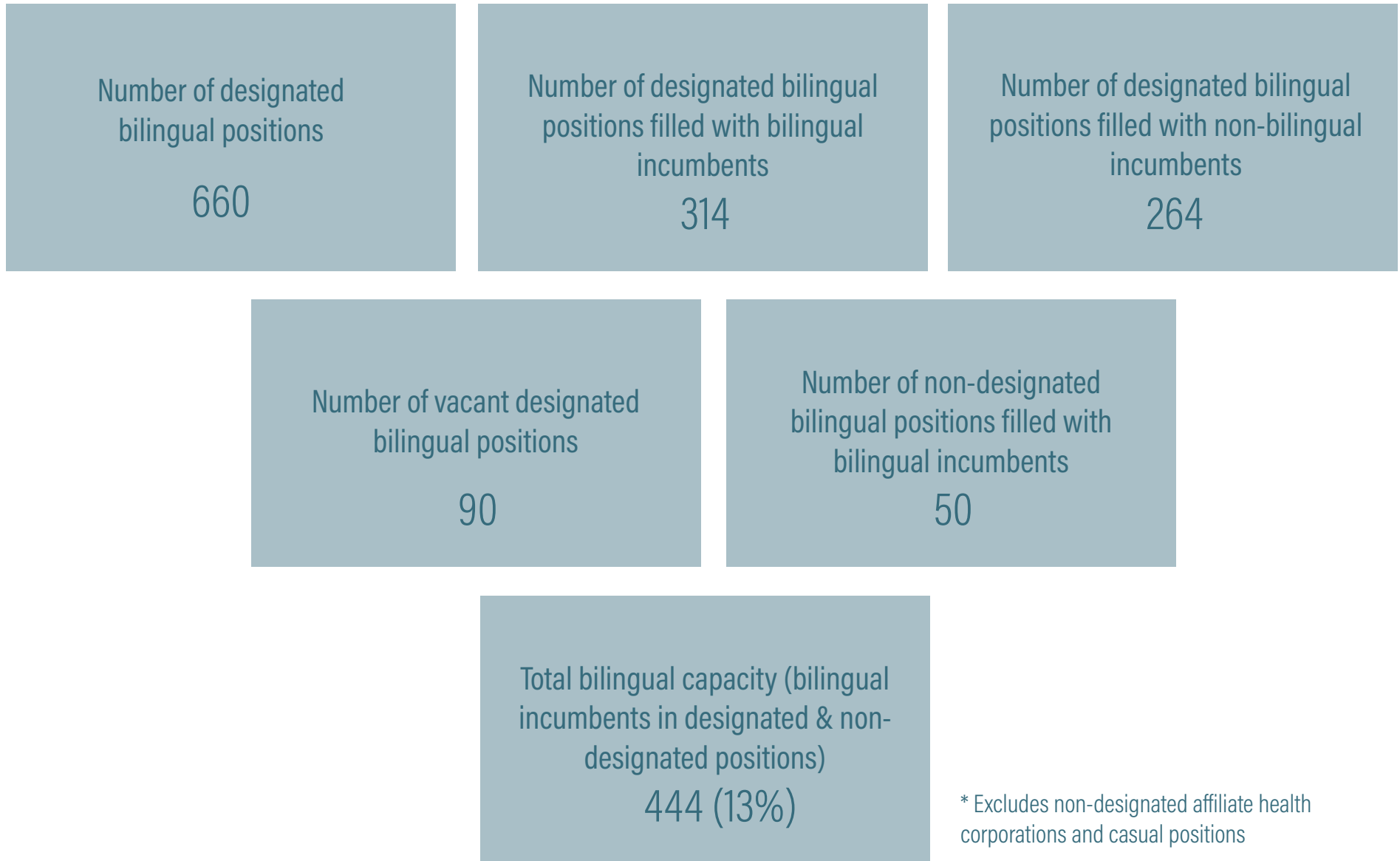
b) Knowledge of official language: French only

RM/City/Town/Village/FN	Population		Knowledge of French ¹⁴	% French
	2021	2016		2021
Piney, RM	1,843	1,726	210	11%
Portage la Prairie, City	13,720	13,304	770	6%
Portage la Prairie, RM	6,888	6,975	405	6%
Rhineland, RM	5,819	5,945	100	2%
Ritchot, RM	7,469	6,679	2,500	33%
Roland, RM	1,145	1,129	30	3%
Ste. Anne, RM	5,584	5,003	1,295	23%
Ste. Anne, Town	2,891	2,114	990	34%
St. François Xavier, RM	1,449	1,411	195	13%
St. Pierre Jolys, Village	1,305	1,170	760	58%
Stanley, RM	8,981	9,038	130	1%
Steinbach, City	17,806	15,829	775	4%
Stuartburn, RM	1,731	1,648	90	5%
Taché, RM	11,916	11,568	3,005	25%
Thompson, RM	1,518	1,422	35	2%
Westlake-Gladstone, RM	3,273	3,154	30	1%
Winkler, City	13,745	12,591	225	2%
Buffalo Point, FN IRI36	219	481	*	*
Dakota Plains, FN IRI6A	98	76	*	*
Dakota Tipi, FN IR11	226	156	*	*
Long Plain, FN IR16	5*	1,232	*	*
Roseau River, FN IR12	564	558	5*	1%*
Sandy Bay, FN IR15	2,598	2,515	15*	1%*
Swan Lake, FN IR17	*	347	*	*
TOTAL Southern Health-Santé Sud Population	203,513	192,441	21,335	10.5%

* Data not reported or not available



Statistics on Bilingual Capacity*



Designated Bilingual Health Centres, Programs & Services



Designated Bilingual Health Centres

Centre de santé Notre-Dame Health Centre & Foyer Notre-Dame
Centre de santé St. Claude Health Centre
Centre médico-social DeSalaberry District Health Centre
Hôpital Ste-Anne Hospital

Affiliate Health Corporation

Villa Youville

Designated Bilingual Programs & Services

- Communications
- Community Engagement/Quality, Planning & Performance
- Home Care, Palliative Care & Senior Services
- Human Resources
- French Language Services
- Rehabilitation
- Pharmacy
- Public Health-Healthy Living
- Primary Care
- Mental Health
- Medical Services/Clinics
- Regional Office Administration

Shared Health Integrated Health Services

- Emergency Response Services
- Diagnostic Services



Partnering with our communities, we provide safe, accessible,
and sustainable people-centred health care.

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