

MANITOBA HEALTH, SENIORS, AND ACTIVE LIVING MULTI-YEAR STRATEGIC FRENCH LANGUAGE SERVICES (FLS) PLAN (2018-2023)

**** For clarity, in the absence of specific (i.e. %) targets for work to be completed the intent is to begin data collection in 2018/19, determine the current baseline level, and then recommend appropriate targets as part of the Quarterly Progress Report. Subsequent reporting would include reporting against these targets.**

Key Result Area	Work to be Completed	Action Steps	Key Performance Indicator(s) (Output)**	Measurable Statement(s) (Outcome)**	Timeline
Manitoba Health, Seniors, and Active Living (MHSAL) Planning, Policy, Funding and Oversight for the Delivery of French Language Services	MHSAL'S implementation of a five-year French Language Services Plan (known as the FLS Plan)	<p>Manage the implementation of the FLS Plan by:</p> <ul style="list-style-type: none"> • creating annual operating plans • assessing progress against expected outcomes • taking corrective action, as needed. • communicating status to and receiving direction from Admin Group 	<p>Annual Operating Plan includes:</p> <ul style="list-style-type: none"> • expected results and approaches, by year <p>Quarterly Progress Report includes:</p> <ul style="list-style-type: none"> • current status of progress against approved annual targets • corrective actions taken to address underperformance • identification of issues that require Admin Group attention <p>Performance is measured as Admin Group's approval of Annual Operating Plan and Quarterly Progress Report.</p>	Implementation of the five-year FLS Plan.	<p>Annual Operating Plan due end of March.</p> <p>Quarterly Progress Report due end of July, October, January, and April, based on end-of-quarter results.</p>
		Report on the status of MHSAL's implementation of its FLS Plan, per the requirements identified in Section 11(2) of <i>The Francophone Community Enhancement and Support Act</i> .	Performance is measured as progress toward MHSAL's submission of an Annual Report to the Francophone Affairs Secretariat (FAS).	Francophone Affairs Secretariat is assured of MHSAL's continued implementation of the FLS Plan and can meet its reporting requirements	Annual Report due annually to FAS by the end of June.
	MHSAL's ongoing implementation of FLS policies	<p>MHSAL undertakes actions to achieve simultaneous* updates to its English and French public-facing websites.</p> <p>*occur within one business day of each other (A parallel action to support this will be the engagement of MHSAL branches as noted on p. 11)</p>	<p>Target of achieving simultaneous updates to English and French public-facing websites.</p> <p>Progress on performance is measured as an increase in the percentage of French updates that occur within one business day of the associated English update. Baseline to be determined.</p>	The public can access MHSAL's website information in both official languages, per the Web Content Translation Policy.	

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		MHSAL coordinates and compiles designated RHAs' submission of FLS activity-tracking data, per the requirements identified in the French Language Services Plan Reporting Policy.	Performance is measured as progress toward MHSAL's submission of a Report of Designated RHAs' FLS Activity.	Francophone Affairs Secretariat has data to inform its public reporting requirement.	Due annually to FAS by end of October.
		MHSAL coordinates and compiles designated RHAs' submission of human resources activity-tracking data for designated positions and bilingual capacity.	Performance is measured as progress toward MHSAL's submission of a Report of Designated RHAs' HR Activity for Designated Positions and bilingual capacity.	Francophone Affairs Secretariat has data to inform its public reporting requirement, per the Human Resources French Language Policy for Health Care Services.	Due annually to FAS by end of October.
		MHSAL coordinates and compiles designated RHAs' and Provincial Health Service Organizations' compliance data as defined in the Patient Experience Survey Policy.	Performance is measured as progress toward MHSAL's submission of a Report of Designated RHAs' and Provincial Health Service Organizations' Activity to achieve compliance with the policy.	Francophone Affairs Secretariat has data to inform its public reporting requirement.	Due annually to FAS by end of October.
	MHSAL's Ongoing Review of its French language services policies	Review Web Content Translation Policy <i>(Health Infrastructure)</i>	Performance is measured as progress toward and Management Policy Oversight Committee's (MPOC) approval of updated Web Content Translation Policy by scheduled timeline.	Policy is current and meets policy development standards.	Policy approved by March 31, 2019. Incorporated into 2018-19 Annual Operating Plan.
		Review Designation Policy for Francophone and Bilingual Facilities and Programs. <i>(Management Services)</i>	Performance is measured as progress toward and MPOC's approval of updated Designation Policy for Francophone and Bilingual Facilities and Programs by scheduled timeline.	Policy is current, meets department policy development standards, and incorporates accountability and oversight provisions.	Policy approved by September 30, 2018. Incorporated into 2018-19 Annual Operating Plan.
		Review French Language Services Plan Reporting Policy <i>(Management Services)</i>	Performance is measured as progress toward and MPOC's approval of updated French Language Services Plan Reporting Policy by scheduled timeline.	Policy is current, meets department policy development standards, and improves the reporting of FLS activities in the annual report provided by designated RHAs.	Policy approved by March 31, 2019. Incorporated into 2018-19 Annual Operating Plan.

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		Review Human Resources French Language Policy for Health Care Services <i>(Management Services)</i>	Performance is measured as progress toward and MPOC's approval of updated Human Resources French Language Policy for Health Care Services by scheduled timeline.	Policy is current and meets department policy development standards, and incorporates accountability and oversight provisions.	Policy reviewed by March 31, 2020. Incorporated into 2019-2020 Annual Operating Plan.
		Review Patient Experience Survey Policy <i>(Acute Tertiary & Specialty Care)</i>	Performance is measured as progress toward and MPOC's approval of updated Patient Experience Survey Policy by scheduled timeline.	Policy is current and meets department policy development standards.	Policy reviewed by December 31, 2019. Incorporated into 2018-2019 Annual Operating Plan.
	MHSAL's consultation with key stakeholders to learn about service delivery, to inform future planning, and to provide feedback on MHSAL's oversight of its FLS plan and department policies.	Establish and implement a continuous and systematic process to understand, manage and communicate FLS delivery-related issues within MHSAL's branches. Process includes the FLS Coordinator meeting with each branch leader in a one-on-one meeting at least annually and reviewing a Structured Questionnaire , providing education and feedback, and seeking feedback.	Internal current status reporting on: <ul style="list-style-type: none"> • a summary of the concerns raised • opportunities for and barriers to improvement • develop a plan to address concerns/opportunities/barriers. • escalation to Admin Group within Quarterly Progress Report on implications for achieving other requirements of the FLS plan (as necessary). Performance is measured as: <ul style="list-style-type: none"> • Submission of a Summary Report of MHSAL Themes as a component of the Annual Report. 	Branch leaders are aware and knowledgeable of and accountable for FLS delivery-related issues. FAS is aware of common MHSAL FLS-related issues.	Annually (target approximately two branches monthly) Summary Report of MHSAL Themes included in Annual Report due annually to FAS by the end of June based on the previous fiscal year.
		Engage in regular, structured dialogue with the Francophone Affairs Secretariat.	Internal current status reporting on: <ul style="list-style-type: none"> • issues raised by FAS • MHSAL's response Performance is measured in terms of timely responsiveness and is calculated as the percentage of FAS-raised issues that receive a formal response from MHSAL within a designated timeframe*. <i>*to be determined during the first year.</i>	The department responds to issues raised by FAS. Regular communication builds relationships and informs future planning.	Semi-annually

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		Engage in regular, structured dialogue with Santé en français.	Internal current status reporting on: <ul style="list-style-type: none"> • issues raised by Santé en français • MHSAL's response Performance is measured in terms of timely responsiveness and is calculated as the percentage of FAS-raised issues that receive a formal response from MHSAL within a designated timeframe.* <i>*to be determined during the first year.</i>	The department responds to issues raised by Santé en français. Regular communication builds relationships and informs future planning.	Semi-annually
		Engage in annual dialogue with community Francophone organizations on health policy and services. <ul style="list-style-type: none"> • Accueil francophone du Manitoba (immigrants) • Réseau communautaire (regional organizations) • Fédération des aînés franco-manitobains (FAFM) (seniors) • Fédération des parents du Manitoba (FPM) (early childhood) 	Annual meetings held with each organization to solicit input/feedback on health policy and services	Increased confidence that health policy and services meet the needs of the Francophone community	Annually

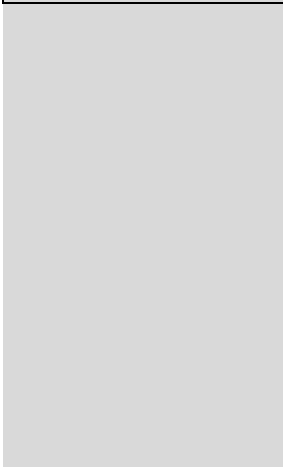
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	Annual agreement for third-party delivery of services.	Manage the Santé en français service purchase agreement (SPA).	<p>Service Purchase Agreement (SPA) is signed on annual basis.</p> <p>Agency submits the following reports to MHSAL:</p> <ul style="list-style-type: none"> • Quarterly Statement of Income and Expenses • Audited Annual Financial Statements • Program Reports, as defined within SPA <p>MHSAL reviews and establishes plan for corrective action, as necessary.</p> <p>Performance is measured in terms of:</p> <ul style="list-style-type: none"> • agency's submission of reports, as contracted in SPA. • resolution of corrective actions 	SPA deliverables are met	<p>Service Purchase Agreement – Annually</p> <ul style="list-style-type: none"> • Quarterly Statement of Income and Expenses – Quarterly by the end of the month following each quarter • Audited Annual Financial Statements Annually, by July 31 • Program Reports Defined within SPA
	Improving the quality of information on health and health care service utilization among Manitoba Francophones to enable better planning and informed decision-making	<ul style="list-style-type: none"> • Assess opportunities to address recommendations from the Working Committee on the Linguistic Variable through ongoing dialogue with Santé en français and in consideration of the health system's Information Management & Analytics (IMA) project underway. • Incorporate opportunities within Annual Operating Plan as environment/resources permit and as IMA project is able to inform. 	Performance is measured in terms of progress against commitments in the Annual Operating Plan.	Advancements in the province's information management and analytics enable better health and health care service planning and informed decision-making for Manitoba's Francophones.	Incorporated into 2018-19 Annual Operating Plan.
	Incorporate Francophone lens for policy/program review	<ul style="list-style-type: none"> • Develop Francophone lens protocol for policy/program review 	Documentation of actions taken based upon the applied Francophone lens.	MHSAL policies and programs better reflect the needs of the Francophone population.	<p>Incorporated into 2019-20 Annual Operating Plan.</p> <p>Dependent upon development of training program referenced on page 15.</p>

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	Monitor/ensure development of CancerCare Manitoba (CCMB) FLS Plan	<ul style="list-style-type: none"> • Communicate expectations for a FLS plan • Provide guidance and administrative support to CCMB staff in developing a plan • Provide oversight for compliance 	CCMB has an approved FLS plan	CCMB in compliance with government's FLS Policy	Incorporated into 2018-19 Annual Operating Plan.
Manitoba Health, Seniors and Active Living has capacity to provide services to Manitoba's Francophone community.	Staff receive training on providing Active Offer.	Implement an Active Offer Orientation/Training Plan that includes approaches for: <ul style="list-style-type: none"> • Direct staff to complete Organization & Staff Development's online course for Active Offer (expected to be online shortly) • Present recommended implementation plan to Admin Group • Encourage ongoing awareness of requirements on the part of staff and leaders • Track extent of staff trained and ensure all staff are up to date 	Performance will be measured by: <ul style="list-style-type: none"> • MHSAL's ongoing management of the implementation of an Active Offer Training Plan that includes yearly targets and timelines. 	Staff in client services role have capacity to provide Active Offer in accordance with FLS Policy.	Plan for update/implementation to be included in 2018-19 Annual Operating Plan. Annual targets and timelines Incorporated into each year's Annual Operating Plan.

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	<p>Identified staff in leadership and professional roles receive training on requirements of French Language Services legislation and policy.</p>	<p>Create and develop an FLS Legislation and Policy Training Plan that includes approaches for:</p> <ul style="list-style-type: none"> • Developing training session and knowledge assessment tool related to <i>The Francophone Community Enhancement and Support Act</i>, French Language Services policy, and FLS-related department policies • Determining criteria for leadership and professional roles in scope for training • Determining approach for identifying MHSAL's manager/professional positions that require training and for registering staff in those positions for training • Establishing and implementing a training and testing plan for current staff and new staff • Establishing data management tool (roster, attendance, assessment) • Establishing and implementing a sustainment (renewal) plan 	<p>Performance will be measured by:</p> <ul style="list-style-type: none"> • Admin Group's approval of an FLS Legislation and Policy Training Plan – Project Charter • MHSAL's ongoing management of the implementation of an FLS Legislation and Policy Training Plan that includes yearly targets and timelines. 	<p>Identified staff in leadership and professional roles understand the expectations defined within FLS legislation and policy.</p>	<p>FLS Legislation and Policy Training Plan – Project Charter - due by March 31, 2019.</p> <p>Annual targets and timelines Incorporated into each year's Annual Operating Plan.</p>

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	MHSAL has ability to recruit staff to and retain staff for designated positions	<ul style="list-style-type: none"> • Support branch leaders, as requested, in the development of recruitment strategies targeted to the Francophone community, including the use of the FLS Coordinator's formal and informal networks. • Develop resources and tools (ex. roles and responsibilities document, FLS Coordinator support, knowledge assessment tools) to assist in recruitment and retention process 	<ul style="list-style-type: none"> • Progress toward recruitment and retention targets reported on in the Quarterly Progress Report. 	MHSAL recruits staff to and retains staff for designated positions.	Incorporated into Annual Operating Plan.
	Formal review of designated MHSAL bilingual positions	<ul style="list-style-type: none"> • Verify current designated positions and ensure they are entered in SAP. • Confirm most current policy direction on bilingual designated positions from Civil Service Commission and Francophone Affairs Secretariat. • Assess changes in department role and functions compared to current bilingual designated positions. • Consult branch management on positions and impacts of policy expectations to identify propose updated designation list • Consult Civil Service Commission and Francophone Affairs Secretariat • Seek approval of Admin Group 	<ul style="list-style-type: none"> • Updated MHSAL approved designated bilingual staff position list. 	MHSAL designated bilingual positions correspond to the updated role and functions of the department and meets Civil Service Commission/Francophone Affairs Secretariat policy.	<p>2018/19 confirm positions in SAP.</p> <p>Targeting 2021/22</p> <p>This will allow sufficient time for current Transformation planning and implementation to be sufficiently concluded to have a clearer perspective on the department's future role and functions following the transition of staff from/to the department to/from other organizations.</p>

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	Enhance bilingual capacity building: <ul style="list-style-type: none"> • Support (formally and informally) language training for those staff not in designated bilingual positions • Consider using “bilingual preferred” options in competitions for non-designated positions 	<ul style="list-style-type: none"> • Include in annual one-on-one branch engagements (see p. 11) • Determine and communicate self-reporting process 	<ul style="list-style-type: none"> • Sustain and grow proportion of MHSAL staff identified on Schedule B as having bilingual capacity 	MHSAL French-language services capacity is developed to support internal recruitment/succession planning for designated positions and better fulfil the role and functions of the department and government FLS policy.	Annual targets and timelines Incorporated into each year’s Annual Operating Plan
	Review MHSAL’s FLS Coordinator role	<ul style="list-style-type: none"> • Review roles and responsibilities required of MHSAL FLS coordination • Assess opportunities for FLS Coordinator skills development and/or assigning other staff to address any gaps (e.g. policy analysis/development) • Review FLS Coordinator position description 	<ul style="list-style-type: none"> • MHSAL staff resources are in place to address all FLS-related roles and responsibilities 	MHSAL has capacity to fulfil the full scope of FLS roles and responsibilities required to meet legislative, regulatory, and policy obligations.	Initiate roles & responsibilities review in 2018/19 Regular assessment throughout five-year plan.



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Manitoba Health, Seniors and Active Living provides service to Manitoba's Francophone community.	MHSAL provides Active Offer of French language services, per requirements of French Language Services Policy	<p>Confirm face-to-face provision of Active Offer</p> <ul style="list-style-type: none"> • conduct periodic audits • collaborate with managers to create plan to address gap areas • establish monitoring plan 	<p>Performance is measured as:</p> <ul style="list-style-type: none"> • A target of all direct contact with the public includes Active Offer 	<p>Public receives Active Offer during face-to-face contact</p>	<p>Audit / monitoring process will be in place by September 30, 2018.</p> <p>Incorporated into Annual Operating Plan.</p>
		<p>Establish Active Offer Signage</p> <ul style="list-style-type: none"> • Develop inventory of MHSAL's public access locations • Determine gaps (if any) • Collaborate with building landlords (Manitoba Infrastructure, etc.) regarding bilingual signage requirements defined within French Language Services Policy • Negotiate and implement joint plan to address gaps (responsibility, funding, etc.) 	<p>Performance is measured as:</p> <ul style="list-style-type: none"> • Target of all MHSAL public access sites including Active Offer signage. 	<p>Active Offer is demonstrated at MHSAL's public access locations</p>	<p>Inventory will be established by March 31, 2018.</p> <p>Incorporated into Annual Operating Plan.</p>
		<p>Ensure MHSAL's public documents and forms are available in both official languages</p> <ul style="list-style-type: none"> • Develop inventory of MHSAL's public documents and forms • Develop plan to address identified gaps • Provide ongoing monitoring 	<p>Performance is measured through a target (percentage) that demonstrates progress toward all of MHSAL public documents and forms being available in both official languages.</p>	<p>MHSAL's public documents and forms are available in both official languages.</p>	<p>Inventory will be established by March 31, 2018.</p> <p>Response incorporated into Annual Operating Plan.</p>

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		Translation requests receive a timely response <ul style="list-style-type: none"> • Maintain data record of requests for translation • Determine reasons for missing target • Establish plan to address same 	Performance is measured as the percentage of translation requests that are processed within the target timeframe. Progress is reflected as an increase in the percentage.	MHSAL is responsive to translation requests	Response incorporated into Annual Operating Plan.
		Provide French language services for PCH standards visits of designated facilities. <ul style="list-style-type: none"> • establish and implement ongoing, two-year plan that includes all designated facilities 	FLS Coordinator's rate of attendance at identified PCH standards visits in designated facilities.	PCH standard visits in designated facilities include FLS.	Response incorporated into Annual Operating Plan.
	MHSAL supports the delivery of French-language services by the administrative tribunals for which the Minister has responsibility.	Provide technical, interpretation and translation support to the administrative tribunals.	Performance is measured as the percentage of requests that are fulfilled.	MHSAL is responsive to requests that reviews and appeals and their associated materials are available in French.	Response incorporated into Annual Operating Plan.