



# ACTIVITY REPORT

2021 / 2022

Better communication.  
Better health.



CP 90057, 1000 Golf Links Road  
Ancaster, On, L9K0B4  
Phone: (416) 413 1717 - 1 (888) 549 5775  
Mail: [info@francosantesud.ca](mailto:info@francosantesud.ca)



2021-2022 Activity Report - French Health Network of Central Southwestern Ontario

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Contact: [info@francosantesud.ca](mailto:info@francosantesud.ca) | Phone : 416.413.1717 and 1 888.549.5775

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## ACTIVITY REPORT

# TABLE OF CONTENTS

02	08	14	20
MESSAGE FROM THE PRESIDENT AND EXECUTIVE DIRECTOR	OUR NATIONAL AND REGIONAL NETWORKS	PROMOTING EQUITY IN ONTARIO	BOARD OF DIRECTORS
04	10	16	22
WHAT WE ARE AND WHAT WE AIM TO ACHIEVE	STRENGTHENING OUR COMMUNITIES	COMMITTING AND CAPITALIZING	TEAM MEMBERS
06	12	18	
SERVING YOU FOR OVER 20 YEARS	ENHANCING ACCESS TO SERVICES	ZOOM PROJECTS	





# MESSAGE FROM THE PRESIDENT AND EXECUTIVE DIRECTOR

## ACKNOWLEDGEMENTS

We will continue to promote and support the French language. That is our commitment. It is your right.

The COVID-19 pandemic was officially announced in 2020, 2021 was a year of renewal and hope for many of us. The arrival of COVID-19 vaccines, from discovery to approval to deployment, was one - if not the most important - event of 2021. This was followed by the gradual reopening of establishments to the public, the return to on-site work for many of us, the possibility of organizing in-person events again... So many changes that restored the possibility for increase social connection that had been missing.

Once again, our teams and collaborators have worked tirelessly on the same unique mission that we collectively gave ourselves in 2002 when Société Santé en français was created: to ensure that Francophone and Acadian communities living in a minority setting are fully able to live healthy in French. Twenty years later, the health crisis has exacerbated the gaps in our health care systems and shown that achieving our goal is still relevant.

All of our stakeholders have been indispensable supporters in ensuring the continuity of our services during this year filled with uncertainty and hope. Indeed, the members of the French Health Network of Central Southwestern Ontario team, the members of the Board of Directors, our partners, our collaborators at Société Santé en français, and those who have benefited from our initiatives... all of these people, through their participation in our activities and their feedback, enable us to improve our impact on society every day. To them, we would simply like to say: Thank you to all of you!

And it is precisely through collective efforts we can build an equitable society where health is a right, not a privilege.

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**Aliou Sene**  
**PRESIDENT**

**Julie Lantaigne**  
**EXECUTIVE DIRECTOR**

# WHAT WE ARE AND WHAT WE AIM TO ACHIEVE

While two thirds of French-speaking immigrants live in three urban areas, namely Toronto, Ottawa and Vancouver, Ontario is home to the majority of French-speaking immigrants outside Quebec, representing 70% of them (Source: Statistics Canada, April 2010). Therefore, as the French Health Network of Central Southwestern Ontario, we have a dual responsibility that is both crucial and ambitious: to contribute to the development of French-language health services in the southern part of the province and also to be a trailblazer in our approaches so that they are efficient and can be replicated by other networks who share our mission throughout Canada.

## DID YOU KNOW?

### → 20,015

Number of complaints received by the Office of the Ombudsman of Ontario between April 1, 2020 and March 31, 2021, an average of nearly 55 cases/day (2020-2021 Annual Report available [here](#)).

### → 1986

Year the French Language Services Act (available [here](#)) was passed, establishing the right of an individual to receive services in French from government agencies, including ministries, as defined in the Act, and institutions of the Legislative Assembly. A new bill to modernize it received Royal Assent on December 9, 2021 (available [here](#)) taking into account certain community demands.



## VALUES



**Equity, inclusiveness and recognition of linguistic differences**

Canada, a welcoming place, is a multicultural country and the appreciation of our differences is an invaluable strength for our country and communities. Equity, inclusiveness and recognition of linguistic differences are and will be the hallmarks of a prosperous and thriving society. It is only natural that the French Health Network of Central Southwestern Ontario embraces these values and strives to respect them in all its projects and activities.



**HEALTH IS THE GREATEST OF HUMAN BLESSINGS”**

HIPPOCRATES, GREEK PHILOSOPHER AND PHYSICIAN (460 BC - 370 BC)

**6**

administrative regions of Southern Ontario supported by our network.

**1.5**

million people speak French in Ontario, including 622,415 Franco-Ontarians (the largest French-speaking population in Canada outside of Quebec)<sup>1</sup>.

<sup>1</sup>Source: 2022 Report on Francophone Affairs, Ministry of Francophone Affairs in Ontario, web page available [here](#)

## VISION



**Francophone and Acadian communities living in a minority setting are fully able to live healthy in French**

Francophone communities are an integral part of the Canadian identity. While the vast majority of Francophones live in Quebec, millions of Francophones find themselves in minority settings in the other provinces and territories of Canada. For some, speaking French and obtaining services in French are still difficult, if not impossible. This is especially critical when it comes to health services as language barriers can affect the quality of care and health outcomes in a variety of ways.

## MANDATE

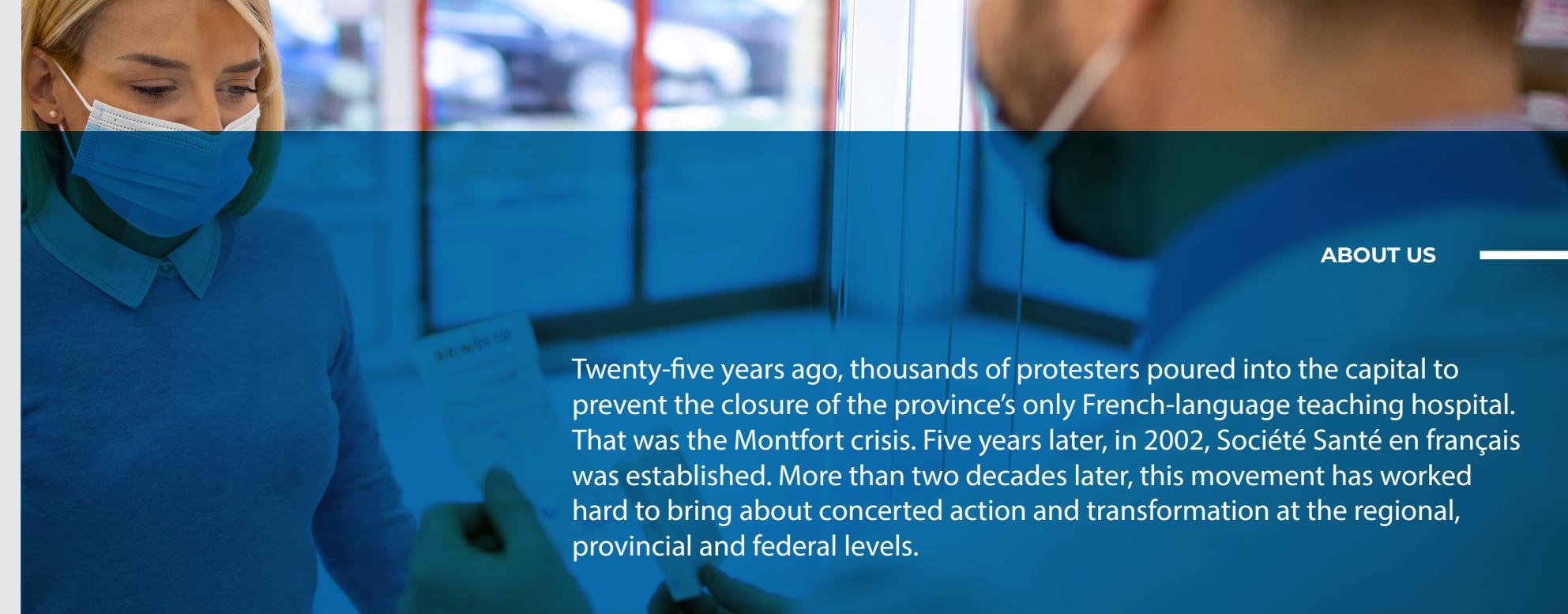


**Develop targeted collaborations and share best practices and knowledge**

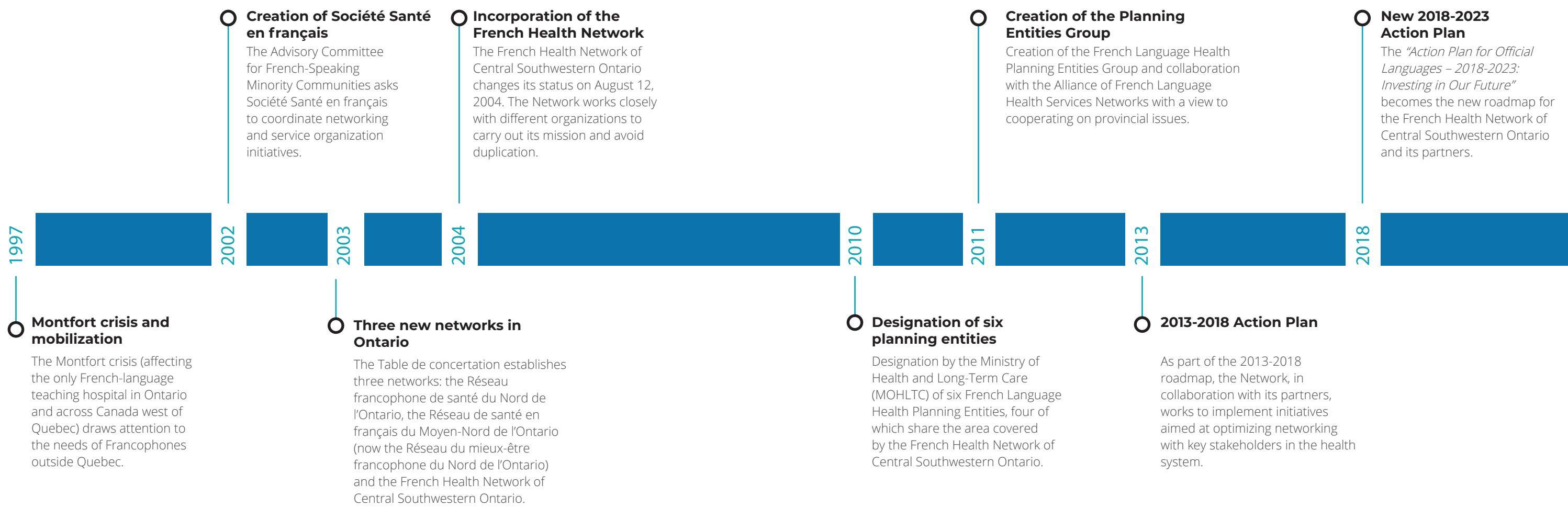
Our mandate is based on three main missions: to inform, link and optimize. This is reflected in our activities around networking between stakeholders, mobilizing knowledge on the needs of Francophone and Acadian communities in minority settings, sharing tools and finally empowering partners in the decision-making process and the implementation of efficient and sustainable measures.

# SERVING YOU FOR OVER 20 YEARS

ABOUT US



Twenty-five years ago, thousands of protesters poured into the capital to prevent the closure of the province's only French-language teaching hospital. That was the Montfort crisis. Five years later, in 2002, Société Santé en français was established. More than two decades later, this movement has worked hard to bring about concerted action and transformation at the regional, provincial and federal levels.



## OUR NETWORKS

# NATIONAL AND REGIONAL

The French Health Network of Central Southwestern Ontario is part of a national network through Société Santé en français.

A true bridge between communities and governments, Société Santé en français is a dynamic national association whose goal is to promote the development of French-language health services for Francophone and Acadian minority communities in Canada.

Société Santé en français is the link among 16 regional, provincial and territorial networks working to bring together partners interested in improving access to French-language health care services in every province and territory where French is not the language of the majority of the population.

The work of Société Santé en français and its member networks is based on the concerted efforts of partners such as health care professionals, government authorities, managers of health care facilities, educational institutions and community organizations.

### QUADRUPLE MANDAT

The Strategic Framework 2020-2025 is a real lodestar for Société Santé en français and the networks. In order to achieve its mission, Société Santé en français has given itself a quadruple mandate:

1. Networking with and between the five major partner groups;
2. Knowledge brokering on the needs of Francophone and Acadian communities living in a minority setting;
3. Providing tools and supporting partners in making decisions and implementing measures to meet the needs of Francophone and Acadian communities living in a minority setting;
4. Soundly managing resources, including project management and strengthening internal capacities of the organization.

To learn more about the strategy put in place by Société Santé en français, please visit [www.santefrancais.ca](http://www.santefrancais.ca)

### OVER 100 PROJECTS

With funding support from Health Canada, the Public Health Agency of Canada and Immigration, Refugees and Citizenship Canada, a total of 105 provincial / territorial / regional projects and six national projects are being implemented across all provinces and territories. Implemented by health networks and their partners, as well as by local sponsors, these projects aim to support or implement accessible services and programs, mobilize human resources, and engage and empower communities.

### ADDED VALUE

Through the “networking” envelope funded by Health Canada, Société Santé en français and the networks are ensuring that they promote increased access to a bilingual health care workforce in official language minority communities (OLMCs) and increase the supply of health care services aimed at OLMCs.



### YOUR NETWORKS IN ONTARIO

#### 01 FRENCH HEALTH NETWORK OF CENTRAL SOUTHWESTERN ONTARIO

Website: [www.francosantesud.ca](http://www.francosantesud.ca)  
Email: [info@francosantesud.ca](mailto:info@francosantesud.ca)  
Phone: (416) 413 1717 and 1 888 549 5775

#### 02 RÉSEAU DU MIEUX-ÊTRE FRANCOPHONE DU NORD DE L'ONTARIO

Website: [www.reseaudumieuxetre.ca](http://www.reseaudumieuxetre.ca)  
Email: [info@rmefno.ca](mailto:info@rmefno.ca)  
Phone: 1 866 489 7484

#### 03 RÉSEAU DES SERVICES DE SANTÉ EN FRANÇAIS DE L'EST DE L'ONTARIO

Website: [www.rssfe.on.ca](http://www.rssfe.on.ca)  
Email: [reseau@rssfe.on.ca](mailto:reseau@rssfe.on.ca)  
Phone: 613 747 7431 and 1 877 528 7565

# STRENGTHENING OUR COMMUNITIES

FIGURES

The development of Ontario's Francophone community depends - among other things - on the use of French in daily interactions with health care providers.

The French Health Network of Central Southwestern Ontario is uniquely positioned to be a driving force in strengthening our Francophone communities. The eQUITY Link project, implemented by the Network in collaboration with Société Santé en français, is made possible through funding from Health Canada. The project builds the language capacity of health systems to increase access to French-language health services across the country. We believe that health care is a right, not a privilege, especially for Francophone and Acadian communities in minority settings. Furthermore, it is urgent, necessary and cost-effective to make additional efforts to ensure equitable access to health services.

Enhancing the vitality of Francophone communities also involves supporting groups and communities of practice to facilitate interactions between organizations, health professionals, training institutions and Francophone communities. During the year, the French Health Network of Central Southwestern Ontario helped maintain and promote activities in regional communities of practice for bilingual professionals. Visibility, professional networking and recruitment activities were carried out between groups of organizations and Francophone student communities through the Franco-santé project.

The French Health Network of Central Southwestern Ontario also encouraged the creation of a new virtual community project for providers called "ECHO" to support the improvement of mental health and addiction services offered in French. With funding from Immigration, Refugees and Citizenship Canada for the Francophone Immigration Health project, we have been able to support

Francophone communities in other ways. In Ontario, we have had the opportunity to work with experts in inclusion, diversity and immigration to enhance the Health Human Resources and Active Offer tools in these areas. The Francophone Immigration Health project also opened broader conversations recognizing the current diversity of Francophone communities in our beautiful province and the health system navigation needs of these new populations that enrich the Francophone culture. In addition, this project has brought us closer to Francophone immigration networks and other provincial and national partners working on newcomer health. This project provides a solid foundation for continuing this work in the future in a more inclusive and informed manner, with a broader range of partners and more attention to integration issues.

It is essential to address the shortages of French-speaking professionals in key sectors such as health care.



COLLECTIVE  
WORK

**192**

**STRATEGIC PARTNERSHIPS  
FORMED TO DATE**



COLLABORATIONS AND  
COMMON OBJECTIVES

**41**

**NEW PROVINCIAL  
PARTNERS**



COMMUNICATION  
AND VISIBILITY

**197**

**POSTS ON SOCIAL MEDIA  
AND NEARLY 400 VISITS TO  
ONLINE TOOLS**



SUPPORT  
AND BACKING

**35**

**SUPPORT SERVICES OFFERED:  
16 IN PLANNING AND  
19 IN IMPLEMENTATION**

Source: Internal data from April 1, 2021 to March 31, 2022.



# ENHANCING ACCESS TO SERVICES

The French Health Network of Central Southwestern Ontario aims to develop sustainable solutions that can be applied and adapted to the needs of other underserved communities.

## EQUITY LINK

The eQUITY Link project (2018-2023) aims to promote equitable access to French-language health services by reducing language barriers for Francophone populations. The online platform brings together validated tools, tips and strategies to strengthen institutional offerings and services. Free, available 24/7 and confidential, platform users can advance at their own pace with the support of experts to achieve their personalized goals.



## FRANCOPHONE IMMIGRATION HEALTH

For more than a century, immigration has been a means of supporting Canada's demographic, economic and cultural growth. Nevertheless, according to a recent Statistics Canada<sup>1</sup>, "The well-established literature on the Healthy Immigrant Effect finds immigrants to be healthier than the Canadian-born population at their time of arrival, but observes that this health advantage, possibly due to difficulties in adjusting to new environment, stress and/or adoption of risky health behaviors, diminishes over time." When it comes to health, there are shortcomings in the intake and care of immigrants on several levels: lack of bilingual professionals, insufficient active offer, psychological support structures that are few or not developed for Francophone populations, etc. This is a challenge that we must meet in order to continue to attract Francophones and ensure their physical and mental well-being.

The Ontario Francophone Immigration Health project (2020-2025) aims to a) build the capacity of settlement sector professionals to support French-speaking immigrants on health issues, b) build community capacity to meet the health needs of Francophone immigrants including mental health, and c) increase a collective knowledge of the challenges and solutions that elevate the health status of Francophone immigrants. The awareness-raising vignettes produced, and the resources identified to facilitate navigation of health services will be part of the new Francophone Immigration Health toolkit for stakeholders working with Francophone newcomers that will be released in the next fiscal year.

<sup>1</sup> "Healthy immigrant effect by immigrant category in Canada" report, Statistics Canada, April 17, 2019, available [here](#)

# 99 ALL IN ONE CLICK

INCLUSIVENESS



"IT'S A GREAT TOOL! I DOWNLOADED ALL THE RESOURCES, ALL THE LINKS. I REALLY APPRECIATED THE INVITATION TO EXPLORE THE PLATFORM. SO, THERE WAS NO PRESSURE AND IT BECAME MUCH EASIER TO INTERACT WITH THE MATERIAL. THE PLATFORM ALSO GAVE ME THE OPPORTUNITY TO SHARE MY KNOWLEDGE AND UNDERSTANDING WITH THE REST OF THE ORGANIZATION. AND THERE'S A COMMITMENT THIS YEAR TO IDENTIFY LANGUAGE PREFERENCES AND MOTHER TONGUE."

HEATHER GILLESPIE  
DIRECTOR, SERVICE QUALITY AND CAPACITY  
CANADIAN MENTAL HEALTH ASSOCIATION, NIAGARA

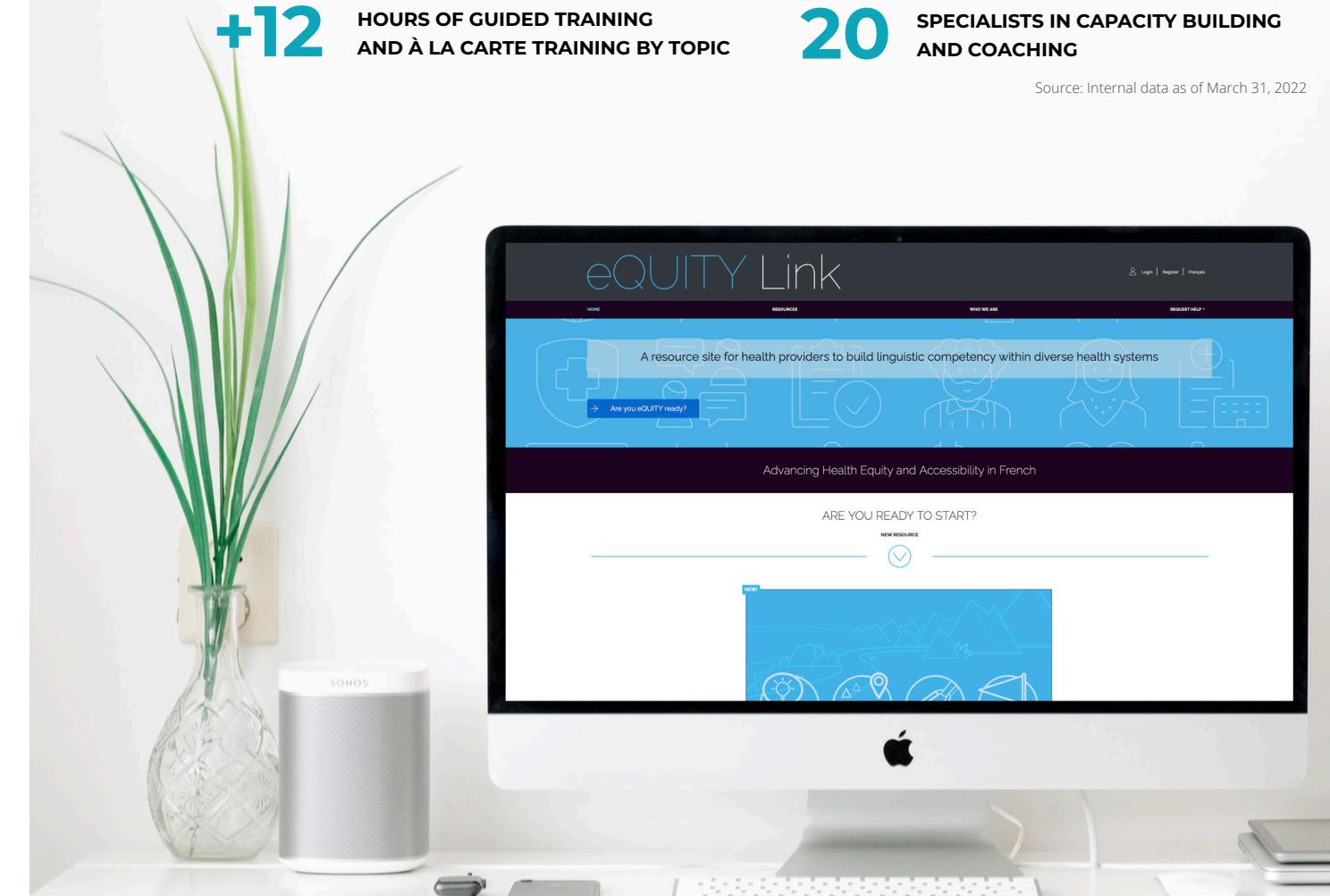
+12

HOURS OF GUIDED TRAINING  
AND À LA CARTE TRAINING BY TOPIC

20

SPECIALISTS IN CAPACITY BUILDING  
AND COACHING

Source: Internal data as of March 31, 2022



# PROMOTING EQUITY IN ONTARIO

Coordinating action across programs and involving stakeholders and decision makers in the field.

## COLLABORATION

In 2021-2022, the eQUITY Link and Francophone Immigration Health projects collaborated to revise the Health Human Resources Strategy resource to build the capacity of organizations to recruit, integrate and retain Francophone immigrant health care staff and to incorporate inclusion, diversity, equity and belonging. This version will be available in June 2022 on the eQUITY Link platform. This work will be reflected throughout eQUITY Link in 2022-2023.

## DIVERSITY

The French Health Network of Central Southwestern Ontario has established an advisory committee with nine Francophone members representing the health and immigration sectors, the majority of whom have personal experience of immigration. This new group helps to strengthen the ties between stakeholders in the health and immigration sectors and to improve the tools and resources available to address health system navigation issues.

## AWARENESS

The French Health Network of Central Southwestern Ontario is working to raise awareness among managers of health, social and/or community service institutions so that they realize the importance of offering bilingual services of equal quality. This philosophical change is a virtuous circle that extends beyond the institution itself: communities can continue to grow, develop and contribute to a prosperous country. At the same time, the institution will be able to demonstrate greater transparency and a commitment to continuous service-quality improvement. Providing bilingual services means:

- Building the skills of staff members for quality, safe health care
- Working toward the inclusion of members of minority and immigrant communities in an institution
- Ensuring positive visibility of an institution as an inclusive actor
- Having staff members who can sensitize colleagues to the realities of Francophones in a minority setting within the workplace
- Having resources and support.



## NEGATIVE EFFECTS OF LANGUAGE BARRIERS

### "COMMUNICATION IS THE CAUSE OF 59% OF ADVERSE EVENTS"

Research suggests that language barriers can affect the quality of care and health outcomes in a variety of ways. Patients who face language barriers are at increased risk for medication errors, complications and adverse events. Many times, protection of informed consent and confidentiality rights are lacking for patients with limited English proficiency. According to The Joint Commission (2012), communication is the root cause of 59% of adverse events. Research also shows that patients with limited English proficiency are more likely than English-speaking patients to experience safety incidents as a result of communication errors (Wasserman et al., 2014) and that patients with language barriers are significantly more likely to return or be readmitted to the emergency room (Karliner et al., 2010; Regalbuto et al., 2014, Gallagher et al., 2013). Language barriers can also lead to extra caution in treatment: more laboratory and imaging tests, longer stays, increased likelihood of admission or increased triage levels (Hampers et al., 1999; Hampers & Nutley, 2002; Waxman & Levitt, 2000). While these actions contribute to patient safety, they can also affect the efficiency of health care systems.

Source: "The Impact of Language Barriers on Patient Safety and Quality of Care" Sarah Bowen, 2015. Full study available [here](#).

# COMMITTING AND CAPITALIZING SOME OF THIS YEAR'S MILESTONES

KEY EVENTS



The achievements of the French Health Network of Central Southwestern Ontario are the result of its expertise, which is now widely recognized by decision makers.



## PRODUCTIVE COLLABORATION

Bendale Acres is the first municipally operated long-term care home in Ontario to receive partial designation. Municipal homes are now eligible to participate in the health facility designation process under Ontario's French Language Services Act. The leadership, collaboration and support of the French Health Network of Central Southwestern Ontario contributed to this recognition. In addition, the new national standard for long-term care will take into account the recommendations, tools and resources from the "Optimal Model of Long-Term Care for Francophones" produced by the French Health Network of Central Southwestern Ontario. [Read more](#)



## RECOGNITION AND INFLUENCE

Julie Lantaigne, Executive Director of the French Health Network of Central Southwestern Ontario, has been appointed Chair of the French Language Health Services Advisory Council for the Ontario ministers of Health and Long-Term Care. This appointment recognizes her experience and expertise in advising the ministers of Health and Long-Term Care on health and service delivery issues related to Francophone communities. [Read more](#). She is also a member of the Board of Directors at Groupe Média TFO following her appointment by the provincial Ministry of Education. [Read more](#)



## MENTAL HEALTH, ADDICTION AND NEW FUNDING

Under the leadership of the Centre for Addiction and Mental Health (CAMH) and with the support of various provincial partners, an application was made to the Canadian Institutes of Health Research (CIHR) for funding to develop a

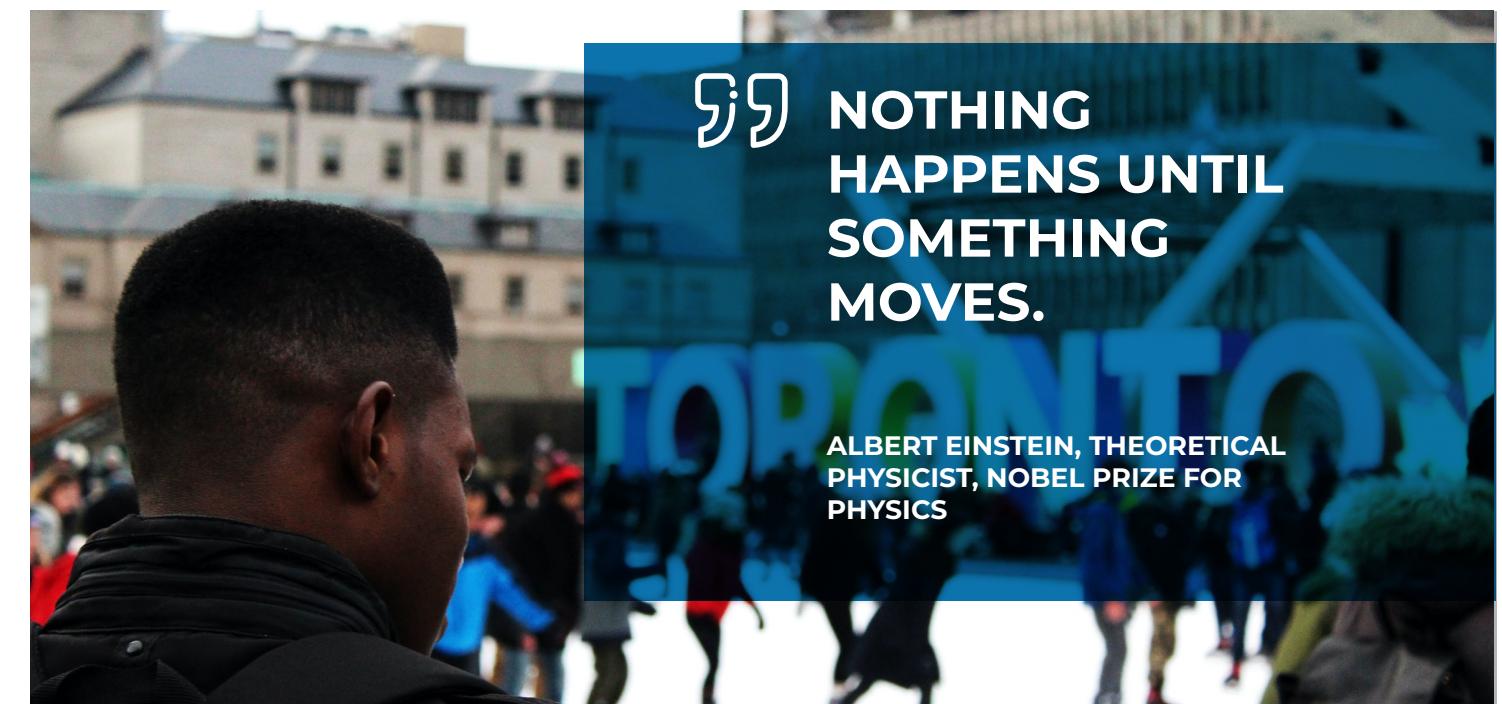
Francophone pilot project called "ECHO." CIHR accepted the application in March 2022. This new project will address the needs of Francophone addiction service providers in Ontario. [Read more](#)



## NEW FRENCH LANGUAGE SERVICES ACT

The amendments to the French Language Services Act received Royal Assent on December 9, 2021. This Act guarantees Ontarians the right to communicate and be served in French by ministries' central offices, their other offices, various government agencies, public institutions, and their representatives.

In addition, the government's strategy is to increase Francophone human resources in certain key sectors, including health and social services. The modernized Act reflects the results of extensive consultations with the public and stakeholders across the province. [Read more](#)



# ZOOM PROJECTS



The French Health Network of Central Southwestern Ontario is implementing five major national, provincial and regional projects on various health-related issues: education and employability; employment and professional development; solidarity and family; and immigration. More info at [www.francosantesud.ca/projets](http://www.francosantesud.ca/projets)

PROJECT	DESCRIPTION	TARGET	KEY FIGURES (INTERNAL DATA, MARCH 31, 2022)	LEARN MORE
eQUITY Link	The eQUITY Link platform is a site that brings together validated tools, tips and strategies to strengthen institutional offerings and services. Free, available 24/7 and confidential, platform users can advance at their own pace with the support of experts to achieve their personalized goals. We work with and for healthcare providers and suppliers. Also, the overall approach aims at meeting the criteria set out in the Access to Health and Social Services in Official Languages standard (available <a href="#">here</a> ) for applying to the Accreditation Canada recognition program.	The eQUITY Link platform is aimed at all health, social and/or community service institutions in Canada. The proposed approach can be adapted to meet the needs of underserved communities.	<ul style="list-style-type: none"> <li>+ 12 hours of guided training.</li> <li>20 specialists in capacity building and coaching.</li> <li>126 active user accounts.</li> </ul>	Register and consult the resources on the eQUITY Link <a href="#">platform</a> for free. Visit the French Health Network of Central Southwestern Ontario <a href="#">web page</a> . Download the <a href="#">brochure</a> .
Franco-Santé	The Franco-Santé project (2020-2025) aims to identify future Francophone and Francophile health professionals within institutions, to make them aware of the importance of providing reliable and safe health services and to strengthen their skills in providing health care to Francophone and Acadian patients.	The Franco-Santé project targets Francophone and Francophile students enrolled in a post-secondary health care program in an English-language institution, as well as academic institutions.	<ul style="list-style-type: none"> <li>62 participants.</li> <li>5 Franco-Santé activities.</li> </ul>	Visit the French Health Network of Central Southwestern Ontario <a href="#">web page</a> .
Francophone Immigration Health	The Francophone Immigration Health project (2020-2025) of Ontario aims to build the capacity of settlement sector professionals to support French-speaking immigrants on health issues; build community capacity to meet the health needs of Francophone immigrants, including mental health; and increase a collective knowledge of the challenges and solutions that elevate the health status of Francophone immigrants.	The Francophone Immigration Health project is aimed at immigration workers, health workers and communities.	<ul style="list-style-type: none"> <li>9 advisory committee members from across Ontario.</li> <li>3 health networks working together and an intentional linkage with the three Francophone Immigration Networks in Ontario.</li> </ul>	Visit the French Health Network of Central Southwestern Ontario <a href="#">page web</a> .
Long-term care	The Optimal Model of Long-Term Care for Francophones outlines the six key features to be put in place to ensure a service offer that is focused on the needs of this clientele. The implementation manual provides step-by-step instructions to support the use of the tools, models and resources in a logical manner that can be tailored to different residential settings. Download this manual from the Network's website to access the work plans and fillable tables to support implementation in your facility.	The Optimal Model of Long-Term Care for Francophones is for all long-term care facilities and residential care facilities for seniors. This approach can be tailored to different cultural and linguistic groups.	<ul style="list-style-type: none"> <li>305 new Francophone beds in development.</li> <li>4 sites supported by the French Health Network of Central Southwestern Ontario.</li> </ul>	Visit the French Health Network of Central Southwestern Ontario <a href="#">web page</a> .
Early childhood	The goal of the project is to support health promotion programs and initiatives targeting early childhood and to help them address the needs and contribute to the reduction of health inequalities in official language minority communities. This project promotes an intersectoral approach from needs assessment to implementation of the community service plan.	In order to reach the target clientele (children aged 0 to 4 years), the project's activities are directed towards parents, families, early childhood workers and health workers.	<ul style="list-style-type: none"> <li>22,815 views of the publications of the Association francophone à l'éducation des services à l'enfance de l'Ontario.</li> <li>2 new games on mental health for educator staff.</li> <li>9 podcast episodes.</li> </ul>	Visit the Réseau du mieux-être francophone du Nord de l'Ontario <a href="#">web page</a> .

# BOARD OF DIRECTORS

PROFESSIONALS AT THE HEART OF MANAGEMENT

**ALIOU SENE**  
PRESIDENT



**LINDA JUSSAUME**  
VICE-PRESIDENT



**CHRISTELLE BONY**  
ADMINISTRATOR



**JACQUES KENNY**  
ADMINISTRATOR



**FRANÇOIS PIERRE GAUVIN**  
SECRETARY



**JOANNE CHALIFOUR**  
ADMINISTRATOR



**YVAN POULIN**  
TREASURER



**PÉNAYORI FÉLICITÉ OUATTARA**  
ACTING TREASURER



Yvan Poulin passed away peacefully on December 17, 2021, at the age of 70. The French Health Network of Central Southwestern Ontario deeply regrets his passing. We are grateful for his involvement and professionalism in serving the Francophone community. We cannot thank him enough for his work and his kindness.

# TEAM MEMBERS

PROFESSIONALS AT THE HEART OF MANAGEMENT

**JULIE LANTAIGNE**  
DIRECTOR



**Main assets:**

- Problem solving
- Networking and optimization
- Strategic analysis

**”** Giving a voice to minorities and modernizing existing laws are necessary steps. But more than that, it's the establishment of a true culture of equity that motivates me every day both professionally and personally. Our society is multicultural and it's something we can all be proud of.

**GENEVIÈVE LAFERRIÈRE**  
PROJECT COORDINATOR



**Main assets:**

- Partnerships and development
- Innovative solutions
- Equity and seniors specialist

**”** What I'm most passionate about is collaboration leading to the establishment of winning conditions to better serve the Francophone communities in our region, in the province and elsewhere in the country. It's especially motivating to see the impact on equity and the delivery of quality services.

**CHRISTINE GILLES**  
PROJECT COORDINATOR



**Main assets:**

- Academic background in health
- Field and international experience
- Health promotion specialist

**”** Seneca wrote, *“My country is the whole world”* and the Francophone Immigration Health project is a great window of opportunity to move forward with a healthy, diverse, and inclusive Francophonie! A small contribution to promoting the well-being and health of French-speaking newcomers.

**NANCY LARIVIÈRE**  
PROJECT SUPPORT OFFICER



**Main assets:**

- Onboarding and recruitment
- Community engagement
- Community of practice

**”** My passion is facilitating networking and starting conversations between various collaborators to share knowledge and find and implement innovative, healthy, and sustainable solutions to community health issues. Together we can accomplish so much!

**DIANE BREZDEN**  
FINANCE COORDINATOR



**Main assets:**

- Rigor and precision
- Collaboration
- Entrepreneurial

**”** I've always been keen to combine my skills in finance and accounting with organizations that have a societal objective. Whether at foundations, charities, or non-governmental organizations, I've always met great people and come across rewarding missions.

**LINDA JOHNSTON**  
ADMINISTRATIVE SUPPORT OFFICER



**Main assets:**

- Availability and listening
- Local association sector
- Business leader

**”** I'm delighted to be part of a team that is a driving force in supporting the provision of French-language services. The Board, staff and partners are all committed to improving health systems for Francophone communities. Having a common vision and values strengthens our daily cohesion.



# ACTIVITY REPORT 2021 - 2022



Website: [www.francosantesud.ca](http://www.francosantesud.ca)  
Email: [info@francosantesud.ca](mailto:info@francosantesud.ca)  
Phone: (416) 413 1717 et 1 888 549 5775  
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