



HÔTEL-DIEU GRACE  
ESTD HEALTHCARE 1888

# HDGH Board of Directors Meeting

June 24, 2026

HDGH, 1453 Prince Road

Administrative Boardroom EW-2312 (2nd Floor)

Windsor, ON, N9C 3Z4



June 24, 2026 HDGH Board of Directors Meeting

Agenda

4:30PM	<p><b>1.0 Call to Order</b></p> <p>1.1 Land Acknowledgement and Prayer/Reflection - 4</p> <p>1.2 Confirmation of Quorum</p> <p>1.3 Declaration of Conflict of Interest/Duty</p> <p>1.4 Approval of Agenda; June 24, 2026</p> <p>THAT the Agenda for the June 24, 2026, Hôtel-Dieu Grace Healthcare Board of Directors meeting be approved as presented.</p> <p>1.5 Recognition of Outgoing Board Members</p>	Approval	<p>P. Soulliere</p> <p>P. Soulliere</p> <p>P. Soulliere</p> <p>P. Soulliere</p> <p>P. Soulliere</p>
4:35PM	<p><b>2.0 Board Education</b></p> <p>2.1 Lead Agency Annual Report</p>	Information	<p>Lori Kempe, Executive Lead, Lead Agency, Child &amp; Youth Mental Health</p>
4:55PM	<p>2.2 Living our Legacy: Strengthening our Legacy</p>	Information	<p>Nicole Crozier, Director of Communicatio ns &amp; Mission</p>
5:15PM	<p><b>3.0 Consent Agenda</b></p> <p>Motion: to approve the Consent Agenda for the June 24, 2026, HDGH Board of Directors Meeting, consisting of the recommendations and reports</p> <p>3.1 Items for Approval</p> <p>3.1.1 Minutes of the Previous Meeting; May 27, 2026 - 5</p> <p>THAT the Minutes of the May 27, 2026, HDGH Board of Directors meeting be approved as presented.</p> <p>3.1.2 French Language Services Plan - 9</p> <p>THAT the French Language Services Plan be approved as presented.</p>	Approval	<p>P. Soulliere</p>
	<p><b>4.0 Board Decisions/Oversight</b></p>		
5:20PM	<p><b>5.0 Executive Highlights</b></p> <p>5.1 Chief of Staff Report</p>	Information	<p>Dr. A. Steen</p>
5:22PM	<p>5.2 Chief Nursing Executive Report - 18</p>	Information	<p>S. Landry</p>
5:24PM	<p>5.3 President and Chief Executive Officer Report</p>	Information	<p>B. Marra</p>

5:26PM

**5.4 Board Chair Report**

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**Information**

P. Soulliere

5:28PM

**6.0 Adjournment/Termination of Meeting**

P. Soulliere

Next Meeting: Saturday, September 26, 2026 (Board Meeting & Plenary Session)

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5:30-5:45PM

**Break and Media Questions**



## Land Acknowledgement

### Board Chair:

I would like to begin our meeting by acknowledging that we are on Land that has been inhabited by Indigenous Peoples from the beginning.

As settlers, we are grateful for the opportunity to be here and to be able to provide the services that we do and we thank all the generations of Indigenous People who have taken care of this Land for thousands of years.

We specifically recognize the original territory of the Council of Three Fires Confederacy, the three Anishinaabe (Ah-nish-in-ah-bay) Nations – Ojibwe (O-jib-way), Odawa (O-da-wa), and Potawatomi (Pot-a-wata-me).

### Prayer

Enlighten each one of us as we are called to help and  
serve those around us,

May our decisions and actions bring forth justice and healing.

May we embrace those around us with the same tenderness  
that we ourselves require,

We pray for God's supportive love, wisdom and peace in all we do.

Amen

#### **Directors Present**

P. Soulliere, Chair, J. Clark, M. Galvin, L. Haugh, N. Kara (virtual), R. Modestino, R. Pellerito, C. Stan, M. Winterton, S. Wisdom

#### **Directors Absent**

C. Gallant, K. Bortolin

#### **Ex-Officio Present**

F. Bagatto, CHI Director, L. Lombardo, Vice Chair & CHI Director B. Masotti, Patient Family Advisory Rep., K. Roy, Patient Family Advisory Rep., B. Marra, Chief Executive Officer (by phone), S. Landry, Chief Nursing Executive, Dr. A. Steen, Chief of Staff (virtual)

#### **Ex-Officio Absent**

Dr. K. Levang, President Professional Staff

#### **Administration Present**

C. Kondratowicz (Recording Secretary), T. Kotyk, S. Laframboise, S. McGeen

#### **Guests**

Kevin Matte, Barb Sebben, Heather Parise, Dr. Larry Jacobs, Schulich School of Medicine & Dentistry

### **1.0 Call to Order**

The Board Chair called the meeting to order at 4:33PM

#### **1.1 Land Acknowledgement & Prayer/Reflection**

The Chair read the land acknowledgement followed by the prayer.

#### **1.2 Confirmation of Quorum**

Confirmed.

#### **1.3 Declaration of Conflict of Interest/Duty**

None.

#### **1.4 Approval of Agenda; May 27, 2026**

**Upon motion duly made, seconded, and unanimously carried, the Agenda for the May 27, 2026, be approved as presented.**

### **2.0 Board Education**

#### **2.1 Mental Health & Addictions Urgent Crisis Centre (MHAUCC)**

K. Matte, Director Outpatient Mental Health provided an overview highlighting that the MHAUCC is a standalone, 24/7 mental health urgent crisis centre that provides immediate accessible alternatives for individuals experiencing non-life-threatening mental health or addiction concerns. The MHAUCC provides crisis assessment, intervention and de-escalation, brief supportive counselling and coping/skills coaching, psychiatric assessment and medical management, substance use counselling, harm reduction support, rapid access to withdrawal management services and system navigation and referral to community mental health and social services. 30% of clients receiving more than one specialty during their visit.

Statistics from January 2025 to March 2026 were reviewed. Growth in visits was noted following the March 2025 service expansion, which introduced stabilization beds and a nursing component. Additional increases occurred in July 2025 with the transition to 24/7 service availability, and again in November 2025 with the introduction of daily psychiatric services (8:00AM – 8:00PM), resulting in higher volumes of psychiatric consults.

Key metrics reported included:

- 4,626 Overall Visits
- 941 Visits from 8PM-8AM
- 385 Transitions to Withdrawal Management Services
- 724 Addictions Consults
- 1,063 Psych Consults
- 841 Bedded Expansion
- Emergency Service Offloading included 216 from EMS and 41 from Police
- Referrals included 781 from ED and 349 to ED

The program is an 18-month demonstration project funded through the reallocation of funds from the Residential Treatment Facility (RTF) to support the expansion of services. Administration is optimistic that the program data will demonstrate a sustained need within the community, supporting consideration for the program's transition to a permanent program.

K. Matte left at 4:55PM.

### 3.0 Consent Agenda

The Chair asked if anyone wished to remove anything from the Consent agenda to the full agenda for discussion. No items were removed.

#### 3.1 Items for Approval

3.1.1 Minutes of the Previous Meetings; March 25, 2026

***THAT the Minutes of the March 25, 2026 Hôtel-Dieu Grace Healthcare Board of Directors meeting be approved as presented.***

**Upon motion duly made, seconded, and unanimously carried, the May 28, 2026 Consent Agenda, consisting of the recommendations be approved as presented.**

### 4.0 Board Decisions/Oversight

#### 4.1 Schulich School of Medicine and Dentistry – Annual Report

Dr. Larry Jacobs, Associate Dean provided an annual report out.

Student experience at the Windsor campus remains highly favourable, with strong ratings in teaching, engagement, and community support. Academic performance and residency match outcomes continue to be excellent.

The incoming class size has increased to 46 students. Admission notifications were issued two (2) weeks ago, with 33 students already committed to the Windsor campus for the upcoming year. Remaining positions will be filled through the waitlist process.

A new and innovative program, FM Direct, will launch next year in collaboration with Family Medicine residency programs.

- Approximately half of Windsor students traditionally pursue Family Medicine; however, data indicates that many leave the Schulich system and region during residency.
- Residency location is a key predictor of where physicians ultimately practice.
- The program enables early, internal selection into Family Medicine residency programs (one year prior to the CaRMS match),
- Provides direct entry into core teaching sites, reduces match-related stress and supports continuity of training.
- Includes four (4) years of undergraduate training and two (2) years of residency within the region, with the goal of improving physician retention in Windsor-Essex.

Residency training capacity continues to expand. The Family Medicine program has increased from 10 to 11 learners, while Internal Medicine residency launched last year, and the Psychiatry residency program continues to perform strongly. All Schulich programs are scheduled to undergo accreditation next year.

The Windsor Schulich campus was established in response to local health human resource challenges. Since its inception, the number of actively practicing physicians in Windsor-Essex has increased by 52%, across both Family Medicine and specialty disciplines, demonstrating significant regional impact.

Dr. Jacobs thanked the Board for the continued support to Schulich.

Dr. Jacobs left the meeting at 5:11PM

#### **4.2 Annual HDGH Foundation Executive Director (ED) Report**

Barb Sebben, Executive Director, HDGH Foundation and Heather Parise, Senior Development Officer, provided an overview of the ED report provided in the package. They highlighted meaningful progress across several key areas. Upcoming events were also noted.

Through the generous support of major gift from the Toldo Family Foundation, along with additional Foundation fundraising initiatives and Major Gift contributions, the Toldo Outpatient Rehabilitation Center has been established. This marks the third space realized through fundraising efforts, following the Bob Probert Tecumseh Campus and the Petro Family Exercise Centre.

Additional fundraising successes were noted, including strong outcomes from signature events (Charity Golf Classic, Forever in Our Hearts Golf and The Big Party), community-led initiatives, major gifts (\$5,000+), estate giving and direct mail campaigns. Growth in grateful patient giving was also highlighted as a positive reflection of the overall quality of care and patient experience.

A transition in the Foundation Board leadership was recognized: Lynn Lee will serve as Board Chair, Colleen Jershy as Vice Chair, and Dave Cassidy as Past Chair. It was further noted that B. Sebben will transition into a special project role effective June 1, with her retirement planned for the end of November. H. Parise will assume the role of interim Executive Director until the recruitment is completed in the fall.

The Chair expressed sincere appreciation to B. Sebben for her dedication and contribution to the Foundation and presented her with a small token of appreciation.

B. Sebben and H. Parise left the meeting at 5:29PM.

#### **4.3 2026 Annual Report to the Sponsor**

The Annual Report to the Sponsor (CHI) was provided for information.

**Upon motion duly made, seconded, and unanimously carried, the Annual Report to the Sponsor was received and will be submitted as distributed.**

### **5.0 Executive Highlights**

#### **5.1 Chief of Staff Report**

No updates were provided.

#### **5.2 Chief Nursing Executive (CNE) Report**

S. Landry provided updates to the report within the package.

- The BPSO (Best Practice Spotlight Organization) launch is scheduled for June.
- Regional Stroke Distinction scheduled in November.
- Nurses Week was celebrated May 11-17 with special events, employee celebrations and award ceremonies centred around the team “The Power of Nurses to Transform Health”.

#### **5.3 President & Chief Executive Officer Report**

No updates were provided.

#### **5.4 Board Chair Report**

No updates were provided.

### **6.0 Date of Next Meeting**

June 24, 2026

### **7.0 Adjournment**

The Board Chair adjourned the open meeting at 5:35PM.

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Bill Marra, Secretary

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Pat Soulliere, Board Chair

FOR APPROVAL  FOR INFORMATION  FOR DISCUSSION

**Date:** June 8, 2026

**Author:** Nicole Crozier

**Subject:** French Languages Service

**By-law/policy reference:** n/a

**Previous board/committee consideration:** Approved Annually

### OBSERVE/ISSUES

Annually, Hôtel-Dieu Grace Healthcare (HDGH) prepares a French Language Services Work plan to highlight achievements and goals as it relates to HDGH being in a designated area. This year's plan does not seek partial or full designation however; it intends to support the active offer for French Languages to patients, clients and families who interact with HDGH services.

### OBSERVE/BACKGROUND

In 1989, when the French Language Services Act (FLSA) came into effect, the Ministry of Health (MOH) mandated all the district health councils to conduct studies in their respective counties regarding the provision of French Languages Services; the goal was to ensure the Francophone population would have access to the full continuum of health services in French. Windsor-Essex was identified as a designated area.

As such, Hôtel-Dieu Grace Healthcare (HDGH) is an identified health service provider (HSP) for the provision of French Language Services (FLS). The legal obligation comes from HDGH Hospital Service Accountability Agreement with Ontario Health. Since all services provided by HDGH are unique, all services are identified for the provision of FLS.

In order to meet partial designation, a program i.e. Volunteer Services would have to meet all 20 criteria outlined in the FLS reporting document. For full designation, all programs and services at HDGH would be required to meet all 20 criteria.

In May 2026, HDGH launched a refreshed Equity, Diversity, Inclusivity and Indigeneity Alliance. This committee comprised of over frontline staff, managers and 7 community members. Included in the terms of reference of this committee is advancing French Languages services at HDGH. Recruitment included ensuring there was Francophone representation around this table.

### DELIBERATE/CONSIDERATIONS

On an annual basis, HDGH reviews the FLS work plan to decide whether to pursue partial or full designation.

Of note, HDGH has maintained all previous work completed on FLS. This year marked a first for video production at HDGH. The new Welcome Video that is played on the bedside TV's now includes a version with French Language subtitles to support our Francophone population. In addition, we have made interpretation services available at the bedside TV's. These are done with Access Alliance Rio Language Line and can be video or audio calls to assist with interpretation.

Yearly, as part of the FLS plan to the Ministry we are asked to report patients/client served. This data helps identify the number of patients served who have identified as Francophone. For the purposes of this report, we have included other languages in addition to French.

<b>Fiscal Year 2025/2026 Language Stats</b>	<b>#</b>	<b>Percentage</b>
<b>Total Number of Visits</b>	<b>135986</b>	<b>-</b>
<b>Total Number of Unique Clients</b>	<b>16732</b>	<b>-</b>
Number of Visits by French-Speaking Clients	167	0.123%
Number of Unique French-Speaking Clients	26	0.155%
Number of Visits by Spanish Clients	70	0.051%
Number of Unique Spanish Clients	23	0.137%
Number of Visits by Arabic Clients	646	0.476%
Number of Unique Arabic Clients	114	0.681%
Number of Visits by Italian Clients	88	0.065%
Number of Unique Italian Clients	22	0.131%

We continue to promote Active Offer education with staff, most recently requiring all members of our Leadership team to complete a French Language Services training module to continue education at HDGH.

**DELIBERATE/CONCLUSION**

At the time of this work plan, HDGH will not be pursuing partial or full designation. HDGH will remain committed towards providing the Active Offer of French Language Services across our campus.

**ACT/RECOMMENDATION(S) & NEXT STEPS**

Approve the HDGH French Languages Work plan as presented.

**DESIGNATION WORKPLAN TEMPLATE**

**DATE:** 5/26/2026

**NAME:** Hôtel-Dieu Grace Healthcare

No	Designation requirements	Mandatory elements/ Supporting documents	Best practices	In place?	Items is in place	Actions	Who	When
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**GOVERNANCE**

1.	Resolution adopted by the board or governing body to seek a designation	<ul style="list-style-type: none"> <li>The resolution must clearly identify the type of designation (full or partial) and the services targeted.</li> <li>Ensure that the resolution is signed and attested to by an individual/individuals authorized to sign on behalf of the organization (for instance, the chair of the board of directors or governing body).</li> </ul>	<ul style="list-style-type: none"> <li>The organization may further strengthen their commitment for FLS by way of a by-law.</li> </ul>	No	If the organization applies for designation, consideration will be given at that time.	<ul style="list-style-type: none"> <li>Will aim to complete requirements in absence of designation</li> <li>Decision to be made by ELC and supported by HDGH Board Re: pursuit of designation</li> </ul>	Bill Marra	TBD
2.	Policy framework for FLS to support the current and future offer of FLS	<ul style="list-style-type: none"> <li>Ensure that the policy framework confirms the existence of a current and future offer of FLS.</li> </ul>	<p>A FLS policy framework should include, but is not limited to, the following:</p> <ul style="list-style-type: none"> <li>a commitment to FLS and the Francophone community served</li> <li>the responsibilities and commitment to FLS of third parties with which the organization enters into service delivery agreements, to the extent that these agreements pertain to the delivery of designated services</li> <li>a strategic direction on FLS</li> <li>a clear accountability framework for the delivery of quality FLS, including a survey on the quality of services offered and a complaint process</li> <li>policies and procedures to support the delivery of FLS, including detailed guidelines for the active offer of FLS, such as the organization's front desk, signage, and verbal and written communications (such as voice messages and email signatures, website, the development and distribution of materials), etc.</li> <li>translation and quality assurance processes</li> <li>a recruitment process for qualified bilingual staff and volunteers; FLS training and orientation for staff in designated bilingual positions (this could also be found in the human resources policy regarding FLS)</li> </ul>	Yes	A French Language Services Working group was formed in September 2016 and as of January 2018 has evolved into a French Language Services Advisory Committee, including two volunteer members of the francophone community, one of whom is a patient/family representative. In 2022, HDGH adopted a French Languages Policy after consultation with the FLSA Committee. In 2024, HDGH transitioned, the Advisory Committee to a sub-group within the Equity, Diversity, Inclusion Alliance. The FLSA Policy is reviewed as part of a policy schedule review so that will remain ongoing.	<ul style="list-style-type: none"> <li>Updating of Policy on frequent basis</li> </ul>	Nicole Crozier	Review of policy occurred in May of 2024 - Next review date is 2027

3.	Detailed statement describing the responsibilities of the board of directors or governing body and the senior management team with respect to FLS, as agreed on by the board or governing body	<ul style="list-style-type: none"> <li>Provide a copy of the detailed statement.</li> </ul>	<p>A detailed statement on responsibilities could highlight the commitment of the board and senior management to:</p> <ul style="list-style-type: none"> <li>being representative of and serving the community well, including Francophones</li> <li>supporting, tracking and remaining accountable for the quality of FLS delivered</li> <li>ensuring that employees are aware of their FLS obligations and that resources are made available to support the delivery of FLS. It is recommended that all staff, including members of the board of directors or governing body and management, receive training and orientation on FLS legislation, requirements and obligations</li> <li>ensuring that complaints are addressed and resolved in a timely manner</li> <li>reviewing the quality of FLS delivery</li> </ul> <p>To ensure Francophone representation, organizations could:</p> <ul style="list-style-type: none"> <li>promote the participation of Francophones on their board of directors or governing body and relevant committees to engage them on subjects pertaining to the Francophone communities served</li> <li>consider having proportional representation of Francophones in the community served on the committees of the board of directors or governing body</li> <li>promote recruitment of board members or members of the governing body within the Francophone community</li> <li>be actively involved with the Francophone community they</li> </ul>	Yes	HDGH Administrative By-Law (approved June 26, 2024) Article 1.7 Health Equity (a) French Language Services - The Corporation is committed to the delivery of French language services. To reflect such commitment, the Corporation shall establish and implement a French languages services policy which complies with the requirements of MSA. HDGH continues to maintain a French Languages Services Policy.	Annual review of Bylaws per HDGH Board	Candice Kondratowicz	Approved February 2019 By-laws approved June 26, 2024
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**DIRECT SERVICES TO CLIENTS**

4.	All telephone services, including voice messages and interactive response systems, are actively offered in French	<ul style="list-style-type: none"> <li>Provide copies of voice messages scripts.</li> </ul> <p>Ensure that:</p> <ul style="list-style-type: none"> <li>reception lines and general inquiry lines are answered using a bilingual greeting</li> <li>calls to staff in designated positions are answered in both English and French</li> <li>the automated system offers callers an English and French option and information on how to access services in French in both languages</li> </ul>	<ul style="list-style-type: none"> <li>Staff in unilingual positions that may receive calls from the public in French are provided with key sentences in French to redirect French-speaking callers to bilingual staff</li> <li>If communication with the public occurs virtually (for instance, via Zoom, Skype or Teams), staff should ensure that invitations and other communications with the public contain instructions in French</li> </ul>	Yes	As per approved FLS Plan (2017-2020) HDGH strives to meet the principles of active offer of French Language Services when requested via: transfer to a bilingual switchboard operator if available; access to interpreter services; access to Patient Advocate as needed; access to designated staff when available. FLS at HDGH to date and future recommendations proposed in this 2017-2020 work plan support the continued development of French Language Services at HDGH. The option to continue in French is operational on the HDGH automated answering system.	The main HDGH line is available for individuals in French. Phone number is 519-257-5111	Alison Murray	Ongoing
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5.	FLS are actively offered by the organization at all points of contact. Upon first interaction, clients requesting these services are identified and directed accordingly	<ul style="list-style-type: none"> <li>At points of contact, FLS are clearly communicated. For example, clients are directed to the area where designated FLS are visible, available, easily accessible and equivalent to the quality of services in English</li> <li>Clearly indicate to clients that the organization provides services in French. This can be achieved by answering the phone in both French and English and always offering front desk services in French and English</li> <li>When the services covered by the designation are provided bilingually, the services in French should be offered on the same schedule as that of the services provided in English, and in a way that responds to the needs of Francophones</li> </ul>	<ul style="list-style-type: none"> <li>It is recommended to keep linguistic preference on the client's file to ensure that services are proactively offered in French to them in the future</li> </ul>	In part	Upon admission clients and patients can identify they are Francophone. Preferred language is identified within the EMR. Staff who speak French identify themselves by wearing a lanyard or button. In 2024, HDGH rolled out Voyce, a bedside interpretation service that is available to patients and clients right at the bedside. Both audio and video interpretation is available. *Of note, in 2026 all interpretation and translation services were moved to RIO Access Alliance, Language Line	Investigate further the ability for reception across HDGH to answer in both English and French	Nicole Crozier	TBD
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6.	Contracts signed with third parties that offer services to clients on behalf of the organization seeking designation contain clause(s) stating their obligations to ensure the quality and active offer of FLS to clients (Only submit documents if you signed contracts with third parties)	<ul style="list-style-type: none"> <li>If the organization currently has agreements with such third parties, provide a contract template (including relevant clauses/schedules)</li> <li>Agreements with such third parties must include a clause stating the third parties' obligation to provide designated services in French</li> </ul>		No	No third party service contracts where vendor provides direct service to patient/client.	Any contracts with community partners relating to service or programs - clients/patients have access to RIO Access Alliance Language Line for access to all languages.	Shannon Tompkins	TBD
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7.	Mechanisms to assess the quality of the delivery of FLS, such as a survey and complaint process, are available in French and are clearly communicated to clients	<p>Provide:</p> <ul style="list-style-type: none"> <li>copies of both the client satisfaction survey and complaint form in English and French or in a bilingual format</li> <li>a description of the complaint process</li> <li>an explanation of how these mechanisms are communicated to clients (for instance, via email, website, in person, paper form)</li> </ul> <p>When the complaint is submitted in French, it is important to ensure that any communication with the complainant (from intake to resolution) is in French</p>	• These are helpful mechanisms to receive direct feedback from clients which will help improve the quality of the services provided	Yes	<p>HDGH will accommodate requests for French speaking clients to evaluate the quality of services received in French via translation services, designated staff and/or a</p> <p>French version of patient/client Satisfaction Surveys Online surveys have the option to be provided in English and French (patient/client can change the language to french) in some of our surveys through Qualtrics.</p>	Ongoing	Alison Murray and Elizabeth Matte	Ongoing
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#### VISUAL IDENTIFICATION AND COMMUNICATIONS

8.	Information on designated services is clearly posted in French on the organization's main webpages. Relevant webpages, including those pertaining to designated services, are available in French	<ul style="list-style-type: none"> <li>Provide hyperlinks of relevant webpages in French in a simple Word document</li> </ul>	<p>Relevant webpages are those that include the following information:</p> <ul style="list-style-type: none"> <li>information on the organization</li> <li>contact information</li> <li>registration information and/or forms</li> <li>career opportunities (when designated bilingual positions are posted)</li> <li>information on events relevant to the Francophone community and online registration (if applicable)</li> <li>feedback forms</li> </ul> <p>To ensure quality of French when translating webpages, organizations are encouraged:</p> <ul style="list-style-type: none"> <li>to use professional translation services</li> <li>to carefully review translations</li> </ul>	Yes	<p>As per approved FLS Plan (2017-2020): Recommend: Align with HDGH Accessibility Plan re Information &amp; Communication Standard (IASR) requirements for 2020. Work with Communications Dept. to review the current Internet site for HDGH and investigate options to provide basic information for patients/families in French e.g. PDF linked file or a French information page. Access MoHLTC - Sponsored Translation Services for identified and designated HSP's. Update: HDGH has identified the most frequently visited pages of the website and has proceeded to translate those pages to French. "About Us" page is complete and is also accessible with a reader option in French</p> <p>In May of 2022, HDGH's French Languages Committee identified the pages were difficult to navigate. As such, the HDGH communications team will look at combining resources in a French specific area, in addition to having them within the navigation pane. <a href="https://www.hdgh.org/Francais">https://www.hdgh.org/Francais</a></p>	In 2026, HDGH revamped the design of the website. AS part of this, a tool was installed to translate the website into a variety of languages including French.	Nicole Crozier	Completed
9.	Any exterior signage is available in French. If the name of the organization is in English, the signage must indicate that FLS are available	<ul style="list-style-type: none"> <li>Provide photos of the exterior signage in French</li> <li>If signage is not available when the designation request is submitted, but arrangements have been made for displaying the signage within a reasonable delay, submit proof and a timeframe within which the signage will be completed</li> <li>Proof could consist of, for instance, a written commitment of the organization's board of directors or governing body, or an invoice</li> </ul>		In part	RCC external sign translated	Ongoing work through the communications department as signage requests are made. Working on some signage changes for CPGDD and will include French translations	Nicole Crozier	Ongoing

10.	Any interior signage is available in French and bilingual employees are identified. If the organization offers partial FLS, French signage must guide the public to the locations where FLS are offered	<ul style="list-style-type: none"> <li>• Provide photos of the interior signage in French</li> <li>• If signage is not available when the designation request is submitted, but arrangements have been made for displaying the signage within a reasonable delay, submit proof and a timeframe within which the signage will be completed</li> <li>• Proof could consist of, for instance, a written commitment of the organization's board of directors or governing body, or an invoice</li> </ul> <p>In the case of partial designation, organizations must submit pictures of signage guiding the public to the locations where FLS are offered</p> <p>For designated services:</p> <ul style="list-style-type: none"> <li>• The public should be able to easily identify employees in designated bilingual positions</li> </ul> <p>Here are a few examples of how to identify bilingual employees:</p> <ul style="list-style-type: none"> <li>• "Je parle français" tags</li> <li>• bilingual voicemail</li> <li>• bilingual email signatures</li> <li>• bilingual signage (for example on office doors and name plates)</li> <li>• bilingual business cards, if applicable (see mandatory elements for Requirement 13)</li> </ul>		Yes	Translation of interior signage is completed, aligning with re-branding of HDGH and AODA standards	Ongoing revisions will include French translations with the support of the Ministry. Wayfinding Signage remains available in both English and French	Nicole Crozier	ongoing
11.	Admission forms and other documents intended for clients are available in French or in a bilingual format and are actively offered to the French-speaking clientele	<ul style="list-style-type: none"> <li>• Provide samples of forms and documents translated in French</li> </ul>	<ul style="list-style-type: none"> <li>• Admission forms and other documents aimed at French-speaking clients are available and actively offered in French at first point of contact, at the counter, on screen displays and online (if applicable)</li> <li>• Admission forms can include consent/referral forms</li> </ul>	Yes	HDGH Patient Guide has been translated into French and printed copies are available on patient units and online; Program Specific Information pamphlets for Complex Medical Care, Rehab and Mental Health Services can be translated upon request within 24 hours. These documents are actively offered to clients who indicate that they wish to receive services in French at time of admission. Bilingual messaging re: public health notices, e.g. Hand Hygiene, Flu Season precautions are incorporated into the Initial Greeting when calling HDGH. Bedside terminals have information buttons in French. Patient Guide is provided in French. Other brochures/flyers at request. RCC does provide some flyers in French to French School board	ongoing review of the documents provided to patients and families.	Nicole Crozier and Alison Murray	ongoing
12.	Correspondence addressed to the organization in French is responded to in French and the organization's letterhead is available in French or a bilingual format	<ul style="list-style-type: none"> <li>• Provide sample(s) of the letterhead(s)</li> </ul>		No	If the organization applies for designation, consideration will be given at that time.	Will aim to complete requirements in absence of designation  Decision to be made by ELC and supported by HDGH Board Re: pursuit of designation	Nicole Crozier	TBD

13.	Communications and publications intended for the public concerning services covered by the designation (including pamphlets, brochures, public notices and press releases) are simultaneously available in English and French	<ul style="list-style-type: none"> <li>Provide samples of recent communications and publications translated in French</li> <li>Organization staff are not required to have business cards. However, if employees use them, cards must be bilingual for those in designated positions. If applicable, provide a sample of bilingual business cards</li> <li>Any advertising must also take into account the service being promoted and the clientele targeted. Advertising related to designated services must be available in French or a bilingual format and circulate in Francophone media outlets if appropriate. If applicable, provide a sample</li> <li>For organizations with a social media presence: <ul style="list-style-type: none"> <li>Organizations communicating information pertaining to designated services on social media should post to a bilingual account or use two separate accounts (French and English). This includes blogs, Twitter and Facebook pages, etc. The content should be equivalent in both languages. However, it can be adapted to make it more relevant to the Anglophone or Francophone audiences. If applicable, provide a sample.</li> <li>When consulting with the community through public forums, events or consultations, these meetings, along with their accompanying documents, should be offered in a bilingual format or in both French and English. If applicable, provide a sample.</li> </ul> </li> </ul>	<p>Organizations:</p> <ul style="list-style-type: none"> <li>have a translation process in place and use professional translation services</li> <li>implement a reviewing process for translations</li> <li>make FLS resources (tools and software) available to staff to support quality communication in French</li> </ul> <p>Communications can be available in a bilingual format (both in English and French) or in two separate documents, one in English and one in French.</p>	In part	<p>Bilingual messaging re: public health notices, e.g. Hand Hygiene, Flu Season precautions, are incorporated into the Initial Greeting when calling HDGH. Bedside terminals have information buttons in French. Other brochures/flyers at request. RCC does provide some flyers in French to French School board</p>	<p>ongoing review of the documents provided to patients and families and our community</p> <p>In 2026, HDGH launched a Welcome video for all inpatients in CMC and Rehabilitation. A copy of this video is available on the HDGH website, as well as on the bedside tvs (IBT). While the audio is not interpreted, there is closed captioning available in French.</p>	Nicole Crozier	ongoing
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**ACCOUNTABILITY**

14.	A senior manager has been identified to assume oversight and accountability for the delivery of FLS	<ul style="list-style-type: none"> <li>Provide a high-level list of responsibilities of the senior manager assigned to the delivery of FLS</li> <li>Definition of senior manager: Person responsible for the day-to-day tasks of effectively managing the services for which the designation is requested</li> </ul>	<p>FLS responsibilities could be:</p> <ul style="list-style-type: none"> <li>included in the senior manager's job description</li> <li>part of the senior manager's annual performance review</li> <li>integrated in the workplan of management overseeing FLS with key objectives and monitoring of deliverables</li> </ul> <p>The table under Appendix III offers suggestions of a senior manager's FLS-related responsibilities.</p>	Yes	<p>Mary Benson-Albers, Chief Human Resources Officer Chairs the Mission Achievement Team, and the FLS Advisory Committee reports to the MAT. Mary Benson-Albers has overall responsibility for the delivery of FLS and Judy Wyllie, Executive Leadership Coach is responsible for the operationalization of the FLS Plan</p> <p>In April 2022, HDGH appointed Director of Communications and Mission with the operationalization of the FLS plan. President and CEO has overall responsibility.</p> <p>In 2024, Director of Communication and Mission, along with Manager of EDII have oversight of the plan however President and CEO has complete oversight of the FLS services.</p> <p>FLSA committee will now report into EDII Alliance as a sub group, with overall reporting to the HDGH Board of Directors.</p>		Nicole Crozier	Completed
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15.	A mechanism is in place to review and address FLS issues and complaints, and a report on FLS accomplishments and issues is submitted at least once a year to the board of directors or governing body	<ul style="list-style-type: none"> <li>Provide an overview of the mechanism in place to review and address feedback received on the delivery of FLS (from the clientele through surveys and complaints processes such as under Requirement 7, or through other channels)</li> <li>Provide an overview of the mechanism in place for reporting on FLS to the board of directors and governing body</li> </ul>	<p>Organizations are encouraged to produce an annual report that should:</p> <ul style="list-style-type: none"> <li>review the status of FLS</li> <li>report on progress</li> <li>highlight FLS best practices</li> </ul>	Yes	<p>We have a formal complaint process and a full time Patient Advocate who would ensure that a request to provide feedback in French is accommodated.</p>	Annual reports to the HDGH Board of Directors	Elizabeth Matte and Nicole Crozier	ongoing
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**HUMAN RESOURCES POLICY AND PLANNING**

16.	Ensure that a mechanism is in place to support the permanency and continuance of FLS	<ul style="list-style-type: none"> <li>Provide a copy of the human resources policy in addition to the human resources plan</li> <li>The human resources policy must address all the items identified in Requirements 16 to 19</li> </ul>	<p>Organizations are encouraged to put a strategy in place to ensure that the uninterrupted offer of FLS is equivalent to English language services</p>	No	<p>1. HDGH - Designation of Positions Requiring FSL 2. Je Parle Francais Button - Option to Request Button or Lanyard at HR Onboarding to reflect French Language Proficiency</p>	Consider building in FLS into new HR Plan + consideration to be given to creating a HR Policy	Brooke Mayville	Ongoing
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17.	Put in place strategies to recruit, hire and retain qualified personnel and volunteers with the required level of proficiency in French	<ul style="list-style-type: none"> <li>• Provide a copy of the human resources policy in addition to the human resources plan</li> <li>• The human resources policy must address all the items identified in Requirements 16 to 19</li> </ul>	<p>This is an opportunity for organizations to demonstrate their process for recruiting and hiring personnel with the required level of proficiency in French.</p> <p>This process could include:</p> <ul style="list-style-type: none"> <li>• having one bilingual or Francophone staff member on the recruiting panel</li> <li>• administering a verbal and/or a written test, etc.</li> </ul> <p>A table suggesting examples of French language proficiency levels can be found in Appendix II of this guide.</p>	Yes	<ol style="list-style-type: none"> <li>1. Addition of new FSL identification on Job Postings for External Applicants and Existing Employees (Internal and External Job Applications).</li> <li>2. Job Posting Template Language: 'Excellent communication skills with the command of the French Language considered an asset'.</li> <li>3. Commitment Statements on HR Job Posting Website, recognizing the linguistic characteristics of the communities we serve.</li> </ol>	HR policy not developed however items are in place through onboarding.	Brooke Mayville	Ongoing
18.	Offer training for employees who do not fully meet the linguistic requirements for their designated position	<ul style="list-style-type: none"> <li>• Organizations should demonstrate the offer of training by identifying tools, training or strategies used to support their employees</li> <li>• In addition, continuous training is intrinsically valuable and could be used by any staff to improve their language skills</li> <li>• If, despite its best efforts, an organization is unable to fill a designated position with an individual who fully meets the linguistic requirements of the position, and offers the position to a candidate that does not fully meet these requirements, then training must be made available to the employee and completed within a reasonable timeframe. By the end of the training, it is recommended to retest the employee's linguistic proficiency</li> </ul>		In part	<ol style="list-style-type: none"> <li>1. Established Community Partner with College Boreal - Support FSL training and recruitment testings when required for designated positions.</li> <li>2. FSL Training Offered to Leadership in 2024</li> <li>3. As Community Training for FSL is offered through College Boreal, HDGH will advertise through our internal 'Need to Know'.</li> </ol> <p>100% of Senior Management have completed either of the following French Language Services/Active Offer Education:  <a href="https://fisonlinetraining.ca/">https://fisonlinetraining.ca/</a>  <a href="https://www.activeoffertraining.ca/">https://www.activeoffertraining.ca/</a></p> <p>100% of Leadership (approx 84 people as of March 31, 2026) have completed either of the following French Language Services/Active Offer Education modules:  <a href="https://fisonlinetraining.ca/">https://fisonlinetraining.ca/</a>  <a href="https://www.activeoffertraining.ca/">https://www.activeoffertraining.ca/</a></p>	QIP 25/26 included FLS training as a requirement for leadership - 100% completed	Brooke Mayville	Ongoing
19.	Identify all designated bilingual positions, the required levels of French language proficiency, whether the positions are vacant or filled and whether incumbents meet the proficiency requirements	<ul style="list-style-type: none"> <li>• This requirement is met by completing the Human Resources plan</li> </ul>	<p>The human resources policy should accurately account for bilingual recruitment by considering the following:</p> <ul style="list-style-type: none"> <li>• The development of an ongoing process to assess the community's demand for FLS and the appropriate number of bilingual staff members required to meet the demand and provide services equivalent to services offered in English. This could be achieved by implementing measures to assess: <ul style="list-style-type: none"> <li>• the needs of the Francophone population</li> <li>• the volume of requests for service</li> <li>• the number of staff members required to provide FLS</li> <li>• the required level of staff's FLS proficiency</li> </ul> </li> <li>• The internal organization policies and procedures should account for evaluation of designated positions. For example, if a complaint is received and/or analyzed by a member of the management team, a bilingual manager must be available during hours of operation to ensure that there is no delay in the intake or processing of a complaint submitted in French</li> <li>• The development of a strategy for filling designated positions, including plans to advertise vacancies, including in Francophone media, job boards and networks</li> <li>• The use of an accredited language assessment service, if possible</li> </ul> <p>A table suggesting French language proficiency levels can be found in Appendix II of this guide</p>	In part	<ol style="list-style-type: none"> <li>1. Positions Requiring FSL Policy (Attached)</li> <li>Positions Requiring FSL are posted within the Franchophone Community, specifically with College Boreal.</li> <li>3. Employees can self identify as FSL through internal or external applications.</li> <li>4. Employees can also self identify as FSL through Cornerstone our Talent Management Software. At this time HDGH is proud to share that 117 out of 1192 employees identify with FSL, which is nearly 10% of our employee population.</li> </ol>	2. FLS requirements have been sent to HR. Upon next edit of HR plan/talent management plan, FLS requirements will be built in.	Brooke Mayville	Ongoing

**COMMUNITY SUPPORT (only for new designations)**

20.	Letters of support for the designation from Francophone individuals or organizations in the region served are included in the designation request	• Organizations must provide letters of support	• Individualized letters should come from both service providers or partners in the community and clients who have benefitted from the FLS provided or support the designation	No					
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## CNE Report for Board of Directors Meeting

FOR DECISION     FOR ACTION     FOR INFORMATION     FOR TRACKING

**Date:**

**Author:**

**Subject:**

### UPDATE

We are officially at the halfway point of the year, and it is a perfect time to look at the seeds we've planted and celebrate the milestones we have already achieved. With great teamwork and collaboration, I am pleased to provide the Board with some of these highlights:

Best Practice Spotlight Organization (BPSO)

HDGH officially launched our BPSO journey, this milestone was June 8th (Emara lobby), June 9th (Tayfour lobby), and June 10th (offsite). Staff were invited to explore our information tables, discover our Best Practice initiatives, meet our leads, and enjoy some delicious treats along the way.

Over the next three years, HDGH will focus on implementing three key BPGs:

1. People-Centred Care – Ensuring care is respectful, compassionate, and tailored to the unique needs, values, and preferences of each individual.
2. Transitions in Care and Services – Improving coordination and communication during transfers between care settings to enhance safety and continuity of care.
3. Engaging Clients Who Use Substances – Promoting inclusive, stigma-free care by strengthening engagement and support for individuals who use substances.

To date some of HDGH's accomplishments include completion of the initial current state and gap analysis for Transitions in Care and Services Best Practice Guideline; A poster presentation at the University of Windsor Nursing Research Symposium; Toronto NQuIRE training; and training of 13 Best Practice Champions.

Next steps we will continue to encourage frontline staff to self-nominate to become Best Practice Champions; Abstract submission for the BPSO Symposium in September on HDGH Naloxone Distribution Program.

Regional Stroke Distinction - Update

Regional Stroke Distinction is set for November 2-5; this includes surveyors onsite at HDGH on November 4 & 5. As a reminder the Accreditation Canada's Stroke Distinction program evaluates organizations based on the Canadian Stroke Best Practice Recommendations (CSBPR), focusing on integrated systems of care, acute management, and inpatient rehabilitation.



Hospital to Home (H2H) program

The Hospital to Home (H2H) program at Windsor Regional Hospital (WRH) started in October 2025 in collaboration with St. Elizabeth Health Care. This program helps patients transition safely from a hospital stay to independent living in their home. It provides up to 16 weeks of in-home clinical and rehabilitative services. Patients from WRH who meet the H2H criteria now have the opportunity to be referred and discharged home with services as opposed to being admitted to HDGH. With the availability of this increase in home care services, here at HDGH we have experienced a slight decrease in our occupancy and we continue to monitor that and work closely with the program at WRH.

WRH is the first to pilot the expansion of this provincial program in accepting referrals from Erie Shores Health Care (ESHC) and HDGH. Since the inception of this pilot in April, we have had 11 discharges to H2H from HDGH.

Respectfully Submitted by:  
Shannon Landry, Vice President of Restorative Care & Chief Nursing Executive