



**CPSSF**

# **ANNUAL REPORT**

**2025 - 2026**

**Plan. Coordinate. Strengthen.**



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## Message from the President

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### Our first seven months as the Centre de planification des services de santé en français

Dear partners, community members and colleagues,

On behalf of the Board of Directors of the Centre de planification des services de santé en français (CPSSF), I'm pleased to present this report, which outlines our work and progress achieved since the Centre's official opening on September 1, 2025, to March 31, 2026.

During this start-up period, the collective determination that led to the creation of the CPSSF inspired concrete action, guided by a clear objective: to establish a strong, coordinated and influential provincial capacity for French-language health services planning in Ontario.

The Board of Directors wishes to highlight the foundational choice underlying the establishment of the Centre: the transition from a regional model to a unified approach, driven by a shared vision, aligned leadership and a collective responsibility toward Francophone communities.

Since the beginning, the Board of Directors has sought to establish a solid, credible and sustainable foundation to ensure effective governance and rigorous accountability.

During this initial period of activity, we successfully:

- laid the groundwork for our governance;
- implemented a recruitment process to establish an engaged and representative Board of Directors;
- adopted structuring policies;
- instituted rigorous mechanisms to ensure transparency and accountability.

These actions are essential prerequisites for an organization called upon to play a strategic role at the provincial level which depends on the trust of the public and its partners.

The CPSSF's role is to act as a catalyst in improving equitable access to French-language health services. The Board of Directors will ensure that this mission brings measurable results that reflect the expectations of Francophones in Ontario. With this goal in mind, the Centre is initiating its strategic planning process, with its official launch slated for September 2027.

We've come a long way since September 1, 2025. This interim report marks an important chapter: it presents the groundwork we've laid and what we've learned during the first few months, all the while focusing on the priorities that must be consolidated during the rest of the year.

I would like to thank the CPSSF's team and senior management for everything they have already accomplished during this start-up period, as well as all our partners and communities for their unwavering collaboration.

Together, we are building more than just an organization: we're establishing the province's planning capacity, which will contribute to a healthcare system that is more equitable, more accessible and truly responsive to the needs of Francophones. The Board of Directors remains committed to ensuring transparent, responsible and impact-oriented governance.

**Lise Bourgeois**  
Board Chair



## Message from the CEO

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### From establishment to concrete actions

Dear partners, community members and colleagues,

September 1, 2025, marked the official opening of the Centre de planification des services de santé en français—a historic moment for the health of Francophones in Ontario. This report highlights the key milestones achieved during our start-up phase. A defining moment, with everything to build from the ground up. An organization to structure. Teams to create. A provincial vision to bring to life. By March 31, 2026, after seven months of work, the CPSSF was structured, operational and already taking action.



The first step was to secure the Centre's operational stability:

- Harmonize the practices of the 6 planning regions
- Structure a coherent provincial organization with the capacity to advance its ambitious mandate
- Put in place a new strategic planning and performance team, as well as an operational support team well integrated with Hôpital Montfort
- Align our regions with Ontario Health's planning regions

It didn't take us long to realize that the Centre could only be relevant by being deeply connected to the realities on the ground. So we increased our engagement with partners, communities and the health system stakeholders—to listen, understand and validate.

This approach enabled us to identify several clear initial priorities:

- Respond more effectively to the needs in mental health
- Strengthen access to primary care
- Improve long-term and at-home care pathways
- Improve access to French-language services while contributing to the development of the centralized access project

At the same time, some key milestones were achieved:

- A fully operational, province-wide organization
- A management team in place
- Three years of confirmed funding
- Increased access to data to support informed decision-making
- Prioritization of an approach based on social accountability

Beyond these achievements, this year was defined by a fundamental change: **moving into action and adopting a strategic planning process**. The CPSSF is no longer in its start-up phase. It must now demonstrate its impact, which brings us to the next phase—developing our very first strategic plan for French-language health services.

The Centre has established a solid foundation:

- A clear roadmap will lead to the launch of its plan by September 2027.
- An advisory committee with established terms of reference will guide our strategic planning and engage partners across the province and Ontario's various regions.
- Initial priorities have been set in order to achieve specific objectives, particularly in primary care, mental health and addiction care, homecare, long-term care, centralized access and several other critical health sectors.

We are guided by a single ambition: to ensure that every planning-related decision takes full account of the reality and needs of Francophones and reflects the reality on the ground. We are addressing significant challenges, but we have the conditions in place for success.

I would like to thank the Board of Directors for its invaluable leadership throughout this stabilization period, our team for its commitment, as well as our partners and communities for their confidence in us.

These first few months have been devoted to building. The year ahead will focus on strengthening strategic planning and delivering real impact.

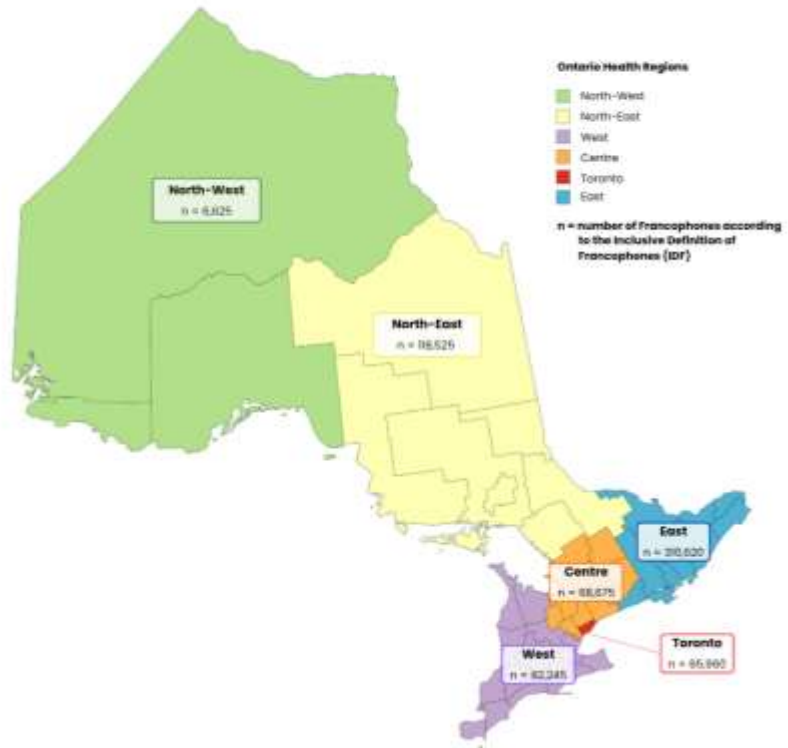
We hope you enjoy reading the Centre's very first report.

**Natalie Aubin**  
CEO

## About the CPSSF

The mission of the Centre de planification des services de santé en français is to take measures to ensure that the needs and lasting development of Ontario’s Francophone communities are proactively considered in all decisions related to planning, policies, programs, funding and the allocation of healthcare resources, long-term care, health care and long-term care research, as well as the promotion of education and health, including these key points:

- Criteria for the Francophone community’s participation
- Healthcare needs and priorities of the Francophone community
- Healthcare services available to the Francophone community
- Identifying and designating healthcare providers to deliver French-language health services
- Strategies designed to improve access to French-language health services within the health system, the accessibility of these services and their integration into the health system
- Incorporating strategies developed under paragraph 5 with respect to the Agency’s healthcare systems (“Agency” within the meaning of the *Connecting Care Act, 2019*), as appropriate
- Implementing the Agency’s healthcare service plans and its other planning priorities with regard to French-language health services
- Planning and integration of health services



Ontario Ministry of Health’s report on French-language services (2025), SAS Visual Analytics.

## Inaugural Board of Directors



**Lise Bourgeois**  
*Board Chair*



**Florence Ngenzebuhoro**  
*Vice-Chair*



**Angèle Brunelle**  
*Treasurer*

The full composition of the Board will be established in the coming year after a recruitment process based on the CPSSF's needs and qualifications while ensuring representation of Ontario Health's six regions.

## Management team



**Natalie Aubin**  
*Chief Executive Director*



**Oureye Seck**  
*Chief Operating Officer and  
Regional Director, Centre and Toronto*



**Monique Rocheleau**  
*Director, Strategic Planning  
and Performance*



**Martin Lajeunesse**  
*Regional Director  
North-East, North-West and East*



**Paul Levac**  
*Regional Director  
West*



**Francine Goulard**  
*Executive Coordinator and Board  
Liaison*

## Laying the groundwork

During its first seven months, the CPSSF laid the groundwork needed to carry out its mission in French-language health services planning. This start-up phase was devoted to structuring the organization, mobilizing a committed team across the province and establishing dynamic collaboration among the regions. It also provided an opportunity to clarify the CPSSF's positioning within Ontario's health system and to lay the groundwork for an integrated approach focused on the needs of Francophone communities.

## Operational stabilization

The CPSSF has built a clear organizational structure adapted to its needs. An internal restructuring process allowed us to review the organization of its roles and responsibilities with a view to better supporting an integrated province-wide planning approach.

This new structure is firmly rooted in a consolidated management team, combining operational and strategic responsibilities. A position dedicated to strategic planning and performance was instituted to strengthen the CPSSF's capacity to analyze, prioritize and monitor results. The regional positions were also reorganized and aligned with Ontario Health's regions, resulting in better territorial consistency and alignment with the system's partners.

The structure will also ensure that strategic planning can be integrated at the regional level, helping to create a strong connection between provincial priorities and local realities. In addition, sustained efforts were made to engage the teams, harmonize working conditions, support professional development, modernize technological tools and promote workplace well-being.

Through regular meetings and the sharing of expertise, the CPSSF was able to play a role in strengthening cohesion, a sense of belonging and the creation of a structured work environment that is collaborative, inclusive and conducive to the continuity of province-wide activities.

## **Strategic positioning**

The CPSSF has embarked on a strategic planning process that will extend over one year. This process will be guided by a structured roadmap that includes an important engagement plan for the participation of communities, staff and system partners, as well as the creation of a provincial advisory committee bringing together the health system's key stakeholders, regional and provincial partners and Francophone communities, in order to support ongoing engagement and co-development of strategic orientations aligned with provincial and regional priorities. The Centre's first strategic plan will be launched in fall 2027.

The CPSSF also strengthened its presence in Ontario's health system by forging structured ties with the Ministry of Health, the Ministry of Francophone Affairs, the Ministry of Long-Term Care, Ontario Health and other key partners. These exchanges have helped align sectoral priorities such as primary care, mental health and long-term care, while further integrating the Francophone perspective into transforming the health system.

Senior management's approach, reflected in over 65 strategic meetings, strengthened coordination, alignment of priorities and decision-making with provincial and community partners, contributing to a more coherent approach to French-language health services planning across Ontario.

## Activity Report

Since fall 2025, the CPSSF has bolstered its presence across its six regions by supporting providers, promoting active offer practices and advancing the identification and designation of French-language services. In collaboration with Ontario Health teams, community organizations, health service providers and provincial partners, the Centre has played a role in more directly integrating Francophones' needs into regional planning and service development.

### Action Across the Province

#### Active offer training



In this episode of the WE Belong Podcast, Ayah Karra-Aly of CPSSF talks about the importance of active offer and continuously improving the availability of French-language health services in Windsor-Essex.

**[Listen to the episode](#)** (in French)

#### Partnerships, regional coordination and community engagement

The CPSSF's regional teams solidified partnerships across the province with Ontario Health teams (OHTs) and community partners, among others. Many sectoral tables, Francophone committees and equity committees rely on the advice of the Centre's expert advisors.



*Activity with Le Manoir Idlewyld – Francophone seniors in Hamilton, December 2025*



*Attendance at the announcement of a Ministry of Health investment in primary care for the Centre francophone du Grand Toronto*

*Our SEF resource person who is now with the CPSSF “plays a vital role on our Ontario Health team, and we’re very pleased that this will be maintained so that we can continue to collaborate and work in partnership as always.”*

**— Ontario Health Team – District of Cochrane**



*Left: The CPSSF with Deputy Minister of Francophone Affairs Roda Muse*

*Right: Participating in the panel on the future of French-language health services in Ontario, organized by the Club canadien de Toronto, January 2026*



*Left: Designation of the Centre d'accueil Champlain in Eastern Ontario*

*Right: Co-organization of the 2026 Reflection Day on Access to French-Language Health Services in the region of North Simcoe Muskoka*



*Session on active offer for frontline managers and staff at Hôpital Notre-Dame de Hearst in Northern Ontario*

## Digital Presence · Social Media

<p><b>LinkedIn</b></p> <p><b>46 308</b></p> <p><b>Impressions</b></p> <p>487 followers · 14.2% engagement</p>	<p><b>Facebook</b></p> <p><b>31 177</b></p> <p><b>Impressions</b></p> <p>138 followers · 43 726 views</p>	<p><b>Instagram</b></p> <p><b>60</b></p> <p><b>Followers</b></p> <p>54 profile visits · 90 d.</p>	<p><b>X</b></p> <p><b>2183</b></p> <p><b>Impressions</b></p> <p>66 posts · 143 engagements</p>
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## Highlights and Impact

- **Provincial harmonization:** Implementation of a centralized structure to give the CPSSF a strong and unified provincial voice  
**Impact:** Consolidating coherent positions, greater influence on decision-makers and better visibility of the CPSSF’s role within the health system
- **Organizational structuring aligned with the provincial mandate:** Creation of a team dedicated to the strategy and performance  
**Impact:** Improving the coordination of activities and the CPSSF’s capacity to carry out its work, and adopting a more consistent approach oriented towards strategic alignment and results
- **Strengthening partnerships:** Over 65 strategic meetings with key partners (Ontario Health, ministries and community players)  
**Impact:** Consolidating the CPSSF’s credibility, strengthening collaboration and better integrating the priorities of Francophones into the system’s decision-making processes
- **Finalizing a three-year agreement with Ontario Health based on a stable and aligned budget** to deploy structuring initiatives over the medium and long term
- **Regional alignment with Ontario Health’s regions**  
**Impact:** Improving territorial coherence, facilitating collaborative ties with regional partners and better integration of the health system’s planning
- **Current priority files:** The CPSSF is working to advance several strategic initiatives in order to improve access to French-language health services in Ontario. Some examples of impact include:

  - In terms of mental health and addiction care, work is underway with the Centre for Addiction and Mental Health and the Mental Health and Addictions Centre of Excellence to develop a strategy that prioritizes access for Francophones and reinforces the active offer of French-language services across the province with an initial focus on Ontario’s Structured Psychotherapy Program, coordinated access and performance indicators.
  - For centralized access, the CPSSF is collaborating with Ontario Health to systematically include linguistic identification in referral processes in order to improve access to French-language services, and supporting the implementation of a joint action plan.
  - In primary care, the CPSSF’s work aims to integrate linguistic identity and the development of access models adapted to the reality of Ontario’s Francophones.
  - In long-term care, the CPSSF supports the planning of French-language services, with an estimated need of at least 3,369 additional Francophone beds in Ontario.

- **Community engagement and provider support**

**Impact:** Supporting providers in designation and identification processes has helped to approve two new designations, identify two new providers, support over 250 providers, conduct 21 compliance assessments, and participate in many active offer engagement and training activities.

*“The Centre plays a key role in advancing the work with our providers through its in-depth knowledge of local realities and direct engagement on the ground. Our close collaboration helps organizations make more timely and consistent progress in their efforts to improve French-language services.”*

— Ontario Health North

Together, these activities demonstrate how the CPSSF translates regional knowledge into system-level influence. By supporting providers, strengthening partnerships, engaging communities and advancing designation processes and active offer practices, the CPSSF is contributing to a more coordinated approach to French-language health services that is better aligned with the realities of Francophone communities in Ontario.

## Looking Ahead

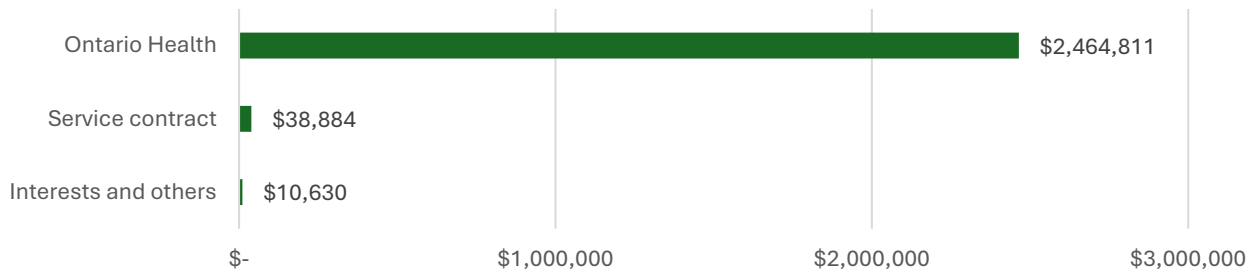
In April, a rigorous recruitment process was launched to round out the composition of the Board of Directors, including diverse regional representatives, in order to reinforce governance and representation across the province. Detailed results of this process will follow and will be a vital foundation for the Centre’s work.

During 2026-2027, the CPSSF will continue to focus its provincial efforts on targeted priority areas, with these priorities being further refined and advanced throughout the strategic planning process. Planning will be supported by an inclusive engagement framework as well as integrated planning structures at the regional and provincial levels. The CPSSF’s role and influence will continue to evolve within the health system in order to advance tangible solutions better adapted to the realities of Francophone communities, while giving them all the prominence they deserve in province-wide planning.

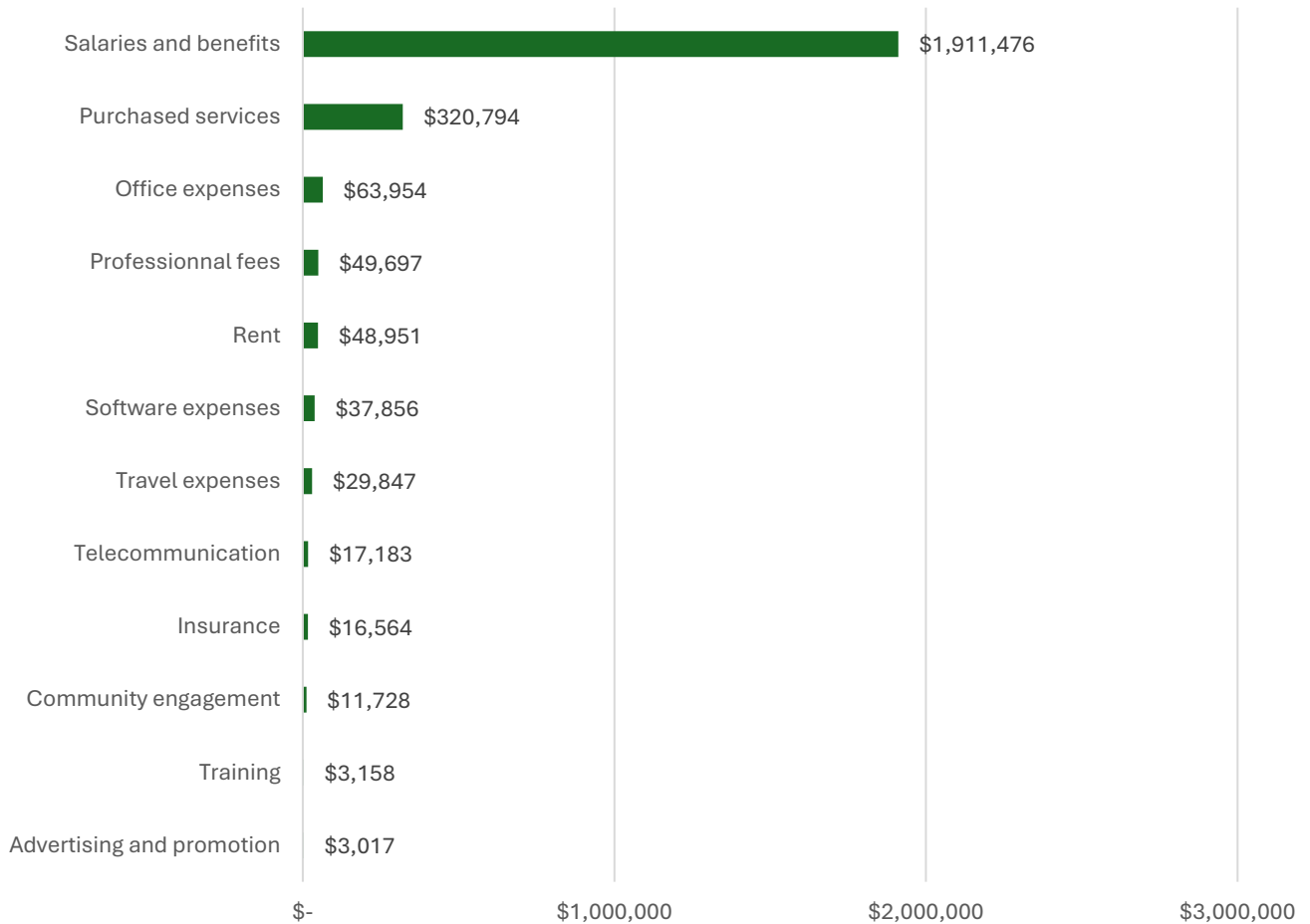
This plan reflects the CPSSF’s commitment to engaging partners, communities and decision-makers in support of a sustainable transformation of the health system, where the diversity, equity, inclusion and quality of French-language services are central and responsive to the needs of Francophones.

# Financial Statements

## Revenues



## Expenses



## Acknowledgements

As this critical first year draws to an end, the Centre de planification des services de santé en français would like to express its deep gratitude to everyone who has played a role in bringing this new provincial organization to life.

**To Ontario’s Francophone community**, thank you. Your voices, testimonials and commitment are the very foundation of our mission. The CPSSF was created for you, your families and your loved ones, and your confidence is what drives us.

**To our partners**—the Ministry of Health, the Ministry of Francophone Affairs, the Ministry of Long-Term Care, Ontario Health, Hôpital Montfort, the Assemblée de la francophonie de l’Ontario, as well as all service providers, community organizations and sectoral partners—thank you for your steadfast collaboration and your shared vision of a healthcare system that is more equitable and truly responsive to the needs of Francophones.


**To the CPSSF team**, thank you. Your professionalism, resourcefulness and unwavering commitment have helped to build, in just a few months, a strong and action-oriented provincial organization.


**To the Board of Directors**, thank you for your leadership, rigour and commitment to ensuring transparent, responsible and impact-oriented governance.


The start-up phase is now behind us. The time has come to shift into high gear and strive for maximum impact. With you by our side, the CPSSF can pursue its mission so that every Francophone in Ontario can confidently access health services in their language.


Thank you!

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