



Investigation Report

FILE NUMBERS 2016-3214 and 2016-3219

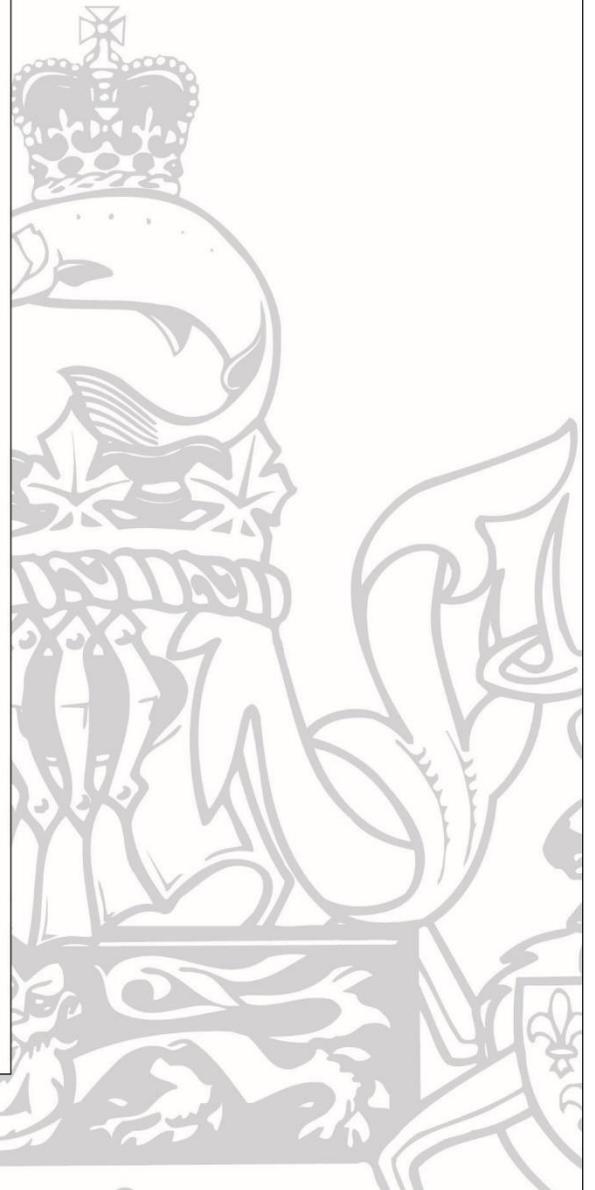
INSTITUTION IN QUESTION Horizon Health Network

SUBJECT Alleged Deficiencies in the Provision
of Services in French

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**REPORT DISTRIBUTED TO THE
FOLLOWING PERSONS** Premier
Minister of Health
President and CEO, Horizon Health
Network
Clerk of the Executive Council Office
Deputy Minister of Health
Complainants

ISSUE DATE August 2018



Summary

This investigation report was prepared following a complaint about the Horizon Health Network (the Institution) and the Moncton Hospital in particular.

The complainants filed a complaint after being unable to obtain French-language service at the Moncton Hospital's Emergency Department.

An investigation by the Office of the Commissioner found that the complaint was **founded** and that the Horizon Health Network had failed to respect the complainants' language rights. The finding was based on the following grounds:

- Linguistic profiles were incomplete and staff had not followed the contingency plan;
- The Institution could not confirm that the Moncton Hospital's ER always had enough bilingual staff to provide service of equal quality in both official languages.

During the investigation, the Acting Commissioner met with the Institution's President and Chief Executive Officer (CEO) to raise concerns about its ongoing failure to meet language obligations. The CEO told the Commissioner that she would take steps to ensure the Network fully complied with the OLA, in particular by reviewing, improving, and implementing its official languages plan.

Complaints

On December 2, 2016, a man and his sister arrived at the Moncton Hospital's Emergency Department by ambulance. After failing to obtain service in French, they complained to the Office of the Commissioner. Their two complaints can be summed up as follows:

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The woman complainant said she had accompanied her brother on his ambulance ride to the Moncton Hospital. On arrival, the triage nurse interviewed them and said:

"I don't understand why you're here if your doctor practices at Georges Dumont Hospital."

The nurse did not actively offer service in both official languages and could not comply with the language choice (i.e., French) of the complainant or her brother. This forced the complainant to act as interpreter throughout her brother's examination since he was not fluent enough to converse in English.

The complainant said the nurse never sought help from a French-speaking colleague even though the complainant and her brother had asked for service in French.

The complainant said that when the doctor came to her brother's bedside she made no active offer, spoke English throughout the conversation, and did not seek help from a colleague to communicate in French, instead putting the onus on the complainant to translate all information to the patient.

Lastly, the complainant said her brother told her several times that he was uncomfortable and wanted to leave the ER rather than feel he and his sister were a problem for the medical staff. She said they had felt like second-class citizens for requesting service in their language of choice.

File: 2016-3219

Due to an illness, the complainant went to the Moncton Hospital's Emergency Department with his sister on December 2, 2016. He says the ER nurse asked why he wasn't transported to the Dr. Georges-L.-Dumont University Hospital Centre instead. The complainant felt that this comment and the nurse's demeanour suggested his presence in the ER was a problem. He says he could not speak or understand English and that being in a stressful situation made him more uncomfortable, noting that his sister had to translate all information and that the triage nurse never once sought help from a colleague to provide service in their language of choice (i.e., French).

He says this happened again when the doctor came to his bedside (i.e., the doctor made no active offer, and, though the complainant and his sister said they wanted service in French, at no time sought help from a colleague who could provide it).

The complainant says it is often hard to get French-language service at the Moncton Hospital, and sometimes even to communicate with employees designated as bilingual. He says there are communication and comprehension problems and that information must often be repeated, explained, and translated to ensure attending staff clearly understand the situation.

Background

Earlier Recommendations

In February 2018, the Office of the Commissioner issued an investigation report (File 2016-3190) in response to a complaint about the Horizon Health Network. The report reaffirmed two recommendations from an earlier investigation report (File 2016-3135), namely, that:

THAT By February 28, 2018, the Horizon Health Network adopt and implement a process to regularly audit service delivery in both official languages for all its services and institutions.

Such periodic audits must include:

- A review of profiles
- A review of the suitability of required second-language proficiency levels for each bilingual position
- Internal audits of the active offer, bilingual service delivery and the contingency plan's effectiveness
- The development of a response plan for bilingual service deficiencies in any department

THAT By March 31, 2018, the institution report to the Office of the Commissioner on the implementation of the first recommendation and provide a copy of the periodic audit process.

The Office of the Commissioner's 2016-3190 report made two new recommendations about Horizon Health Network's organizational culture:

THAT By May 31, 2018, the institution develop and implement a strategy to ensure that:

- Respect for the language rights of patients and the public is central to its organizational culture
- Horizon Health Network employees understand the vital need to respect language rights at all times

THAT By March 31, 2018, the Institution report to the Office of the Commissioner on the implementation of this recommendation and provide a description of the strategy.

In a May 29, 2018, letter in response to the 2016-3190 investigation report, the Institution said that to get an overview of progress in each region, it would stop conducting active offer audits and replace this initiative with the New Brunswick Health Council (NBHC) Acute Care Survey (conducted every three years) and its own annual patient surveys.

The letter also said that under its response plan for bilingual service deficiencies, the Institution invites staff to attend dialogue sessions, which, it feels, help create a space within Horizon to bring together the two language communities and provide important and valuable data. Recurring themes (better

access to language training, lack of bilingual staff, etc.) are shared and discussed with senior management.

Investigation

After the two complaints were filed on December 2, 2016, the Office of the Commissioner issued a notice of investigation to the Horizon Health Network (the Institution) under section 43(13) of New Brunswick's *Official Languages Act* (OLA). In that letter, it asked the Institution to address the complainants' allegations and answer a series of questions.

The Institution's Responses

The Institution addressed the complainants' allegations and answered the Office's questions in a letter received on December 11, 2017.

1. Please send the language profile for the Moncton Hospital ER doctors and nurses by Friday, December 2, 2016.

While unfortunately impossible to give a full list of staff on duty in the ER for the 24-hour period of Friday, December 2, 2016, we have attached a language profile for the team in question.¹

2. Please send the linguistic profile for the Moncton Hospital ER doctors and nurses for all of December 2016.

Where applicable, please indicate occasions in December 2016 when ER doctors and nurses could not provide quality service in French without help from staff in other departments.

As stated in the previous question, it is impossible to note times when breaches or lapses may have occurred. It is therefore vital that the Department have a well-formulated contingency plan on which the team is thoroughly versed and trained. The contingency plan² is attached to this document for your reference.

3. What bilingualism level does the Institution feel is needed for nurses to safely perform their duties?

At the Horizon Health Network, we require that employees who start their career in a bilingual position be assessed by New Brunswick's Department of Post-Secondary Education, Training and Labour. Required oral proficiency levels are Intermediate Plus (2+), Advanced (3) or Advanced Plus (3+) depending on the position. These requirements are developed to help minimize patient risk.

¹ **APPENDIX A** – Table: Required Linguistic Profile for the Moncton Hospital ER Team, as provided by the Institution.

² **APPENDIX B** – Contingency Plan, as provided by the Institution.

4. When was the last time the Moncton Hospital ER nurses received official languages training?

The last comprehensive training for the Moncton Hospital ER staff was in July 2016. This training, very similar to that given to new staff, covers the following:

- 1- What is the active offer?*
- 2- How can we use the active offer effectively?*
- 3- What is the contingency plan?*
- 4- How can we use the contingency plan effectively?*
- 5- Myths about the active offer and the contingency plan*
- 6- Importance of bilingual service for those who really need it*

As noted in Question 1, the Horizon Health Network has taken a new approach to boost performance and improve its organizational culture with regard to the active offer. It hired an outside firm to help change employee views and attitudes about the active offer, which are sometimes negative. Its strategy is twofold. The first part identifies areas of strain or tension regarding the active offer and replaces them with accurate and positive information. The second part trains the same people to offer dialogue sessions in turn. The project was initiated with four pilot groups: Emergency, Diagnostic Imaging, Registration and Phlebotomy. From the outset, I have asked that it be extended to all Horizon services.

5. Regarding your institution's *Official Languages Strategic Plan*, which has initiatives to improve access to services in English and French, including bilingual recruitment:

- i. For the section on quality health services in both official languages, what catch-up initiatives are taken at the Moncton Hospital ER to ensure members of the public can always obtain service in their language of choice?

ER managers have begun taking steps to reduce the chance of such an incident recurring. These include the following:

- 1- Reminding staff of the importance of their language obligations through daily group sessions, team meetings, and e-mails.*
- 2- Dealing with staff who disregard written laws and policies by imposing disciplinary measures determined by Horizon and supporting those who strive to provide quality service.*
- 3- Head of triage was recently made a mandatory bilingual position, and this role is an integral part of the bilingual service offer.*
- 4- Keeping an up-to-date linguistic profile and posting bilingual positions when the profile shows there is a need.*
- 5- Conducting active offer workshops and setting an example for other departments.*

As noted earlier, the Horizon Health Network is conducting a dialogue project to help change its organizational culture to promote the active offer. All sessions to date have been successful.

A Café de Paris has been launched in all Horizon regions, most recently at the Moncton Hospital. This tutoring service is for Horizon employees who want to improve their French-language skills. Participating employees are mentored by an experienced tutor in a place conducive to learning. We have had very positive feedback on the Café de Paris initiative, with participants claiming it has improved their French conversational skills.

Horizon is also reviewing its current language assessment process. Its current testing provider does not meet the organization's needs, and it is vital that Horizon improve the process by shortening wait times and assessing more candidates.

- ii. For recruitment, please describe real steps the Institution took in 2016 to ensure it would have enough bilingual staff to serve members of the public in their official language of choice, not just at the Moncton Hospital, but in all its facilities.

As noted earlier, all new employees receive a one-hour training session on the active offer.

Linguistic profiles help managers make appropriate decisions when filling a vacant position or having staff language skills assessed.

To ensure bilingual positions are filled by candidates with the required language skills, Horizon also maintains close ties with post-secondary institutions and holds occasional recruiting events.

- 6. All things considered, does official languages training for the Moncton Hospital ER doctors and nurses have a component on the stress and frustration patients may experience when their language choice is ignored despite repeated requests? Please provide relevant documentation.

Yes.

The training addresses and explains not just Horizon's legal obligations but the importance of language in providing safe, quality health care. This part of the presentation has a poignant video which, alongside the presenter's discussion, is sure to get an emotional response.

In its reply, the Institution has added the following information:

- *Horizon conducted two interviews to get as clear a picture as possible and propose effective and fair solutions. The first meeting was between the Moncton region official languages advisor and the Moncton Hospital's ER manager. The second was between the official languages advisor, the ER manager, the ER director, the ER senior physician, and the physician-ER director. These meetings concerned the breaches or lapses cited by the complainants.*
- *For months now the ER Department has taken part in training and dialogue sessions on the active offer and service offer in the language of choice of patients and members of the public. Up to this point, we have seen a great improvement in ER services. It is therefore important to target staff who have failed in their responsibilities rather than issue general reminders, which we already do on a regular basis.*

Analysis

According to the complainants' allegations, there was a violation of sections 27, 28, and 28.1 of the OLA, which stipulate as follows:

<u>Communication with the public</u>		<u>Communication avec le public</u>	
27	Members of the public have the right to communicate with any institution and to receive its services in the official language of their choice.	27	Le public a le droit de communiquer avec toute institution et d'en recevoir les services dans la langue officielle de son choix.
28	An institution shall ensure that members of the public are able to communicate with and to receive its services in the official language of their choice.	28	Il incombe aux institutions de veiller à ce que le public puisse communiquer avec elles et en recevoir les services dans la langue officielle de son choix.
28.1	An institution shall ensure that appropriate measures are taken to make it known to members of the public that its services are available in the official language of their choice.	28.1	Il incombe aux institutions de veiller à ce que les mesures voulues soient prises pour informer le public que leurs services lui sont offerts dans la langue officielle de son choix.

The *Canadian Charter of Rights and Freedoms* establishes the principle of equality of both official languages and both official language communities. Sections 27 to 29 of the OLA are based on this constitutional principle of equality. In New Brunswick, everyone is entitled to receive service of equal quality in both official languages.

The investigation showed that the ER nurses had ignored the language choice of both complainants, who could thus not obtain the French-language service to which they were entitled as though they had opted for service in English.

The person accompanying the patient also had to act as interpreter so that the patient could understand the information provided by nursing staff and vice-versa.

Our investigation found many deficiencies, which can be grouped into two categories:

Type 1: Operational deficiencies

- Institution's training and reminders do not have desired results
- Hiring procedures and linguistic profiles are out of date
- Actual linguistic profile is clearly insufficient
- Contingency plan is not followed by staff
- Periodic audits are not implemented by the Institution

Type 2: Failure of staff to understand language obligations, which reflects a problem with the organizational culture

- Active offer not made
- Complainants' language choice not respected

Type 1: Operational deficiencies

Training and Reminders

In response to **Question 4**, the Institution said that the last training (July 2016) covered the following:

- 1- What is the active offer?
- 2- How can we use the active offer effectively?
- 3- What is the contingency plan?
- 4- How can we use the contingency plan effectively?
- 5- Myths about the active offer and the contingency plan
- 6- Importance of bilingual service for those who really need it

In response to **Question 5**, the Institution says it has taken the following steps:

Remind staff of the importance of their language obligations through daily group sessions, team meetings and e-mails. Conduct active offer workshops and set an example for other services and departments.

In response to **Question 6**, the Institution says training for the Moncton Hospital ER doctors and nurses has a component on the stress and frustration members of the public may experience when their language choice is ignored despite repeated requests. The training addresses and explains not just Horizon's legal obligations but the importance of language in providing safe, quality health care. This part of the presentation has a poignant video which, along with the presenter's discussion, is sure to get an emotional response.

The Institution says that for months now the ER department has taken part in training and dialogue sessions on the active offer and service offer in the language of choice of patients and members of the public, and that it has since seen a great improvement in ER services. It thus feels it is important to target staff who have failed in their responsibilities rather than issue general reminders, which it already does on a regular basis.

Though training and reminders seem good on paper, the complainants' allegations clearly show that six months later, on December 2, 2017, the Moncton Hospital's ER team had still not grasped the importance and purpose of the active offer and continuity of service in the language of choice of members of the public.

Team Linguistic Profiles and Hiring Procedures

In response to **Question 2**, the Institution could not provide a full list of the current linguistic profiles of ER doctors and nurses but attached the ER team's required linguistic profile (Appendix A).

We can see in Appendix A that 27 of the Moncton Hospital's 111 ER employees are Francophone but that only 6 have had language testing. Of the 84 Anglophones, 22 have had a second-language assessment.

We feel the problem is that the Institution does not know its Moncton Hospital ER staff's actual linguistic profile. Given this, how can it ensure its ER always has enough bilingual staff to treat patients properly

regardless of their official language of choice? The Institution also said again that it could not identify times when breaches or lapses may have occurred.

In view of this, we feel it vital that the Emergency Department have a well-formulated contingency plan on which the on-site team is thoroughly versed and trained.

Language Skills and Assessment

In reply to **Question 3**, the Institution said that to minimize risk to patients, required oral proficiency levels range from Intermediate Plus (2+) to Advanced Plus (3+) depending on the position. The table provided by the Institution notes that 84 of 111 employees are Anglophone while 27 are Francophone (i.e., one-third the number of Anglophones).

However, this linguistic profile table also shows that just 22 of the 84 Anglophone employees have been tested in their second language. The results showed that just 3 of the tested Anglophone employees were at Intermediate Plus (2+), the highest level reached by an English-speaking staff member.

Just 4 of the 27 Francophone employees were at Advanced Plus (3+), though we should note that only 6 Francophones were tested in their second language. These results show that only 1 employee was at Advanced Plus (3+) while just 3 were at Intermediate Plus (2+).

The table also shows that 17 of the 111 employees were at Intermediate Plus (2+) while just 4 were at Advanced Plus (3+). However, the Institution says these employees, which it considers bilingual, were not all tested.

In total, of the 111 employees in the Moncton Hospital's ER, official results found that 6 were at Intermediate Plus (2+) and 1 was at Advanced Plus (3+).

We feel the Institution's ER team needs a strong enough official language profile to give the public bilingual service of equal quality at all times. To this end, it must know the language capability of each employee in its ER. However, in its reply, the Institution admitted that the language skills of three-quarters of its Moncton Hospital ER staff have not yet been tested.

In his complaint, the patient says it is often hard to get French-language service at the Moncton Hospital and sometimes hard even to communicate with staff designated as bilingual. He says there are communication and comprehension problems and that his information must often be repeated, explained, and translated to ensure attending staff clearly understand the situation.

We feel Intermediate Plus (2+) is insufficient and that a higher language skill level is needed to provide bilingual service of equal quality to members of the public who go to a hospital ER.

We also feel there are too few bilingual employees at level 3+ (Advanced Plus). Even if they are deemed fully bilingual but have never been tested, it is impossible for just four employees to provide 24/7 quality bilingual service in the Moncton Hospital's ER. This forces Francophone patients to repeat, re-explain, and translate their health condition so staff will clearly understand their symptoms and challenges, which could erode their trust in the medical team. It could also increase stress for patients who are already anxious, and cause discomfort and tension between the patient and the ER staff.

Contingency Plan

The contingency plan is of great importance in ensuring patients' language rights are always respected. The Institution says it has a well-formulated contingency plan on which the Moncton Hospital's ER team is thoroughly versed and trained.

However, the complainant's information makes clear that on December 2, 2018, the Moncton Hospital's ER team ignored each step of the plan and not one member provided an active offer of service. Despite the complainants' choice of language (French), no member of the medical team provided treatment in that language. At no time during their visit did anyone come to help the team so the complainants could receive medical care in their language of choice as provided in the Institution's contingency plan. Because of these lapses, the co-complainant, to help her brother, had to act as interpreter between the medical team and the patient.

However, under the OLA, the Institution has a responsibility and obligation to ensure that the ER teams in all its health facilities provide service of equal quality in both official languages. To this end, it must ensure its contingency plan is complied with and followed by all staff, which the on-site team clearly did not do.

Staff Performance and Audits

The Horizon Health Network says it has taken a new approach to boost performance and improve its organizational culture regarding the active offer. It says it hired an outside firm to help change its employee views and attitudes about the active offer, which are sometimes negative.

The strategy is twofold. The first part identifies areas of strain or tension regarding the active offer and addresses them with accurate and positive information. The second part trains the same people to offer dialogue sessions in turn. The institution says the project was initiated with four pilot groups: Emergency, Diagnostic Imaging, Registration and Phlebotomy.

It also says it has launched a Café de Paris, a tutoring service for Horizon staff who want to improve their French-language skills. Participating employees are mentored by an experienced tutor in a place conducive to learning. The Institution says it has had very positive feedback on the initiative, with participants claiming it has improved their French conversational skills.

In this regard, we would stress the Institution's commitment to changing its organizational culture and urge it to expand the initiative to all Horizon services. However, we would note that its new approaches clearly cannot replace the surprise audits it must conduct for all services and departments. We feel the Institution's initiatives are insufficient because they do not correct the situation or help meet its obligations under the OLA. The resulting organizational culture problems (no active offer, failure to communicate in patients' chosen language, etc.) show a clear failure by Horizon ER staff to understand their obligations. The Institution says it wants to deal with staff who disregard written laws and policies by imposing disciplinary measures determined by Horizon and by supporting those who strive to provide quality service. But how can it do this without regular field audits?

The purpose of audits is to be proactive rather than reactive so the Institution's efforts, especially regarding medical team linguistic profiles, staff training, and periodic reminders, have the desired results. In addition to audits, performance reviews would keep staff aware of their official language obligations and make the Institution's managers more accountable. We would hold that surprise audits and staff performance reviews are key to the success of any official languages action plan.

Conclusion

For the aforementioned reasons, we find that the two complaints are **founded** and that the Institution failed to meet its obligations under the *Official Languages Act*. We also feel that French-language service deficiencies made the situation worse. With an urgent health problem, the complainants already faced a difficult situation. But the Institution's failure to provide service in their language of choice exacerbated that situation.

Upon arriving at an ER, patients put all their trust in the medical team. They expect the team to understand their symptoms and details, make a diagnosis and provide treatment that will improve their condition. However, given the facts of this case, we wonder if patients at the Moncton Hospital's ER who request care in French put their health at risk when the on-site team has too few members who can provide quality French-language service.

The Institution cannot shift the burden of interpreting ER medical information onto the shoulders of a Francophone patient or his companion. It is unthinkable that it would expect them to understand and interpret medical information provided in English.

On page 4 of this report, we have chosen to include our recommendations from an earlier case involving the Horizon Health Network. We could have added others, as the Institution has undergone several investigations since the Office of the Commissioner was established. We have issued investigation reports showing clear OLA violations within Horizon and recommended various measures to address the problem. Given the significant challenges facing Horizon, we have also met with Institution representatives over the years to discuss issues of concern and urge them to take the steps needed to comply with the Act.

A few years ago the Institution adopted an *Official Languages Strategic Plan*, which can be consulted on its website. The plan contains several interesting components. For example, its *Strategic Themes* column includes the sub-headings *Cultural Awareness and Understanding*, *Quality Health Services in Both Official Languages*, and *Continuous Improvement and Accountability*. Its *Strategic Initiatives* heading includes projects to compile linguistic profiles, create contingency plans and identify catch-up initiatives. The Plan would also create an audit program to assess compliance with the OLA and Horizon's official languages policy.

We believe the Plan, in force for the last five or so years, has several aspects that should have helped the Institution better meet its obligations under the OLA. In 2018, why are we still addressing deficiencies similar to those reported years ago?

Meeting with the President and CEO

Under the circumstances we felt it necessary, before completing this report, to go beyond the reply the Institution sent us in this case. We thus invited the Institution's President and Chief Executive Officer (CEO) to meet with us to try to shed light on the situation, which, admittedly, is of great concern to us.

In the meeting, we found that the CEO shared our frustration about frequent deficiencies of service in both official languages in the Network's institutions. Noting that the Institution still faces many challenges, she said its Official Languages Strategic Plan may not have received the attention required to achieve its aims. She also felt the Institution had to be more strategic. Also during the meeting, the CEO, as the Institution's top manager, committed to making delivery of equal services in both official languages a priority for the Horizon Health Network. To this end, she said she would take steps to ensure the Official

Languages Strategic Plan was “taken off the shelf” and assessed and reviewed in the light of current challenges.

These firm commitments by the CEO lead us to believe the Institution is determined to take steps to improve service in both official languages so it can meet its official languages obligations as soon as possible.

We will trust in the CEO’s commitments and make no new recommendations on the matter. However, we suggest the official languages plan be assessed and reviewed in light of our earlier recommendations. We also feel that once the plan is reviewed and adopted by the Board of Directors, there should be an information campaign to ensure all employees understand that the Plan is one of the Network’s priorities, that it sets out a course of action with which all must comply, and that the Network will use every means at its disposal to ensure staff adhere to it when interacting with the public.

The complainants and the general public must be assured the Institution will move this project forward with utmost urgency and rigour. To this end, we ask that the Institution file a progress report before the end of 2018 outlining steps taken to date and those planned for the coming months.

Pursuant to subsection 43(16) of the OLA, we respectfully submit this report to the Premier, the Institution’s President and CEO, the Minister of Health, the Deputy Minister of Health, the Clerk of the Executive Council Office, and the complainants.

Pursuant to subsection 43(18) of the OLA, if the complainants are dissatisfied with the conclusions presented following this investigation, they may apply to the Court of Queen’s Bench of New Brunswick for a remedy.

Commissioner of Official Languages for New Brunswick

Michel A. Carrier, Q.C.
Signed at the City of Fredericton,
Province of New Brunswick
This 15th day of August 2018

APPENDIX A

Table: Required Linguistic Profile for Moncton Hospital ER Team, as Provided by Institution

Position filled according to linguistic need (DO NOT FILL)	Position Number (PCN)	Type of position (Classification)	Schedule for this position	Position interacts with the public?	Type of interaction with the public	Linguistic Profile Template			Name of the Employee	Primary Language	Employee Number	Employee tested for linguistic proficiency in second language?			Employee Linguistic proficiency			Linguistic test expiration date
						Required Minimum Linguistic Proficiency (MLP)						Oral	Reading	Writing	Oral	Reading	Writing	
						Oral	Reading	Writing										
	1000248	3014 LPN	Part time	Yes	In person	0	0	0	Person not tested for privacy	English	No	0	0	0				
	1000289	3014 LPN	Full time - 8h shift	Yes	In person	0	0	0		English	No	0	0	0				
	1000332	3014 LPN	Full time - 12h shift	Yes	In person	0	0	0		English	No	0	0	0				
	1002198	3014 LPN	Part time	Yes	In person	0	0	0		English	No	0	0	0				
	1002218	3014 LPN	Part time	Yes	In person	0	0	0		English	No	0	0	0				
	8000046	3014 LPN	Casual	Yes	In person	0	0	0		English	No	0	0	0				
	8000110	3014 LPN	Casual	Yes	In person	0	0	0		English	No	0	0	0				
	8000129	3014 LPN	Casual	Yes	In person	2.5	3	3		French	No	0	0	0				
	1002187	3014 LPN	Casual	Yes	In person	0	0	0		English	No	0	0	0				
	1000911	3035 Ortho Tech	Full time - 8h shift	Yes	In person	0	0	0		English	No	0	0	0				
	1000559	1023 Staffing Support	Full time - 8h shift	No	N/A	0	0	0		English	No	0	0	0				
	1002437	2033 Nursing Unit Aid	Part time	No	N/A	0	0	0		English	No	0	0	0				
	1002466	2033 Nursing Unit Aid	Part time	No	N/A	0	0	0		English	No	0	0	0				
	1000780	2033 Nursing Unit Aid	Full time - 8h shift	No	N/A	0	0	0		English	No	0	0	0				
	1000900	2033 Nursing Unit Aid	Full time - 8h shift	No	N/A	0	0	0		English	No	0	0	0				
	1001048	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001123	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001123	RN Class A	Full time - 12h shift	Yes	All	2.5	3	3		French	Yes	0	0	0				
	1001176	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001222	RN Class A	Full time - 12h shift	Yes	All	0	0	0		French	No	3.5	0	0	2			
	1001264	RN Class A	Full time - 12h shift	Yes	All	2.5	3	3		English	No	0	0	0				
	1001302	RN Class A	Full time - 12h shift	Yes	All	0	0	0		French	Yes	3.5	0	0	0		Oral: 26/08/2020, Writing: 26/08/2022	
	1001339	RN Class A	Full time - 12h shift	Yes	All	2.5	3	3		French	No	0	0	0				
	1001372	RN Class A	Full time - 12h shift	Yes	All	2.5	3	3		English	No	0	0	0				
	1001401	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001427	RN Class A	Full time - 12h shift	Yes	All	2.5	3	3		French	Yes	2.5	0	0	0		Oral: 05/10/2020, Writing: 08/01/2020	
	1001478	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001487	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001518	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001540	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001569	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001678	RN Class A	Full time - 12h shift	Yes	All	2.5	3	3		French	No	3.5	3	3	3		Oral: 29/11/2019, Reading: 08/12/2021, Writing: 1	
	1001683	RN Class A	Full time - 12h shift	Yes	All	0	0	0		French	No	0	0	0				
	1001698	RN Class A	Full time - 12h shift	Yes	All	2.5	3	3		English	No	0	0	0				
	1001837	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001843	RN Class A	Full time - 12h shift	Yes	All	2.5	3	3		French	No	0	0	0				
	1001881	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	3.5	0	0	2			
	1001888	RN Class A	Full time - 12h shift	Yes	All	2.5	3	3		English	No	0	0	0				
	1001871	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001978	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001988	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001998	RN Class A	Full time - 12h shift	Yes	All	2.5	3	3		English	No	0	0	0				
	1001701	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001703	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001716	RN Class A	Full time - 12h shift	Yes	All	2.5	3	3		English	No	2.5	0	0	0		08/03/2016	
	1001717	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	Yes	1.5	0	0	3		07/12/2016	
	1001719	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001720	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001722	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001723	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001724	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001726	RN Class A	Full time - 12h shift	Yes	All	2.5	3	3		French	No	0	0	0				
	1001726	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001727	RNCD Nurse Practitioner	Full time - 8h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001728	RNCD Nurse Practitioner	Full time - 8h shift	Yes	All	0	0	0		French	No	0	0	0				
	1001729	RN Class A	Full time - 12h shift	Yes	All	2.5	3	3		French	No	0	0	0				
	1001731	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001732	RN Class A	Full time - 12h shift	Yes	All	0	0	0		French	Yes	0	0	0	0			
	1001733	RN Class A	Full time - 12h shift	Yes	All	2.5	3	3		English	No	0	0	0				
	1001735	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001738	RN Class A	Full time - 12h shift	Yes	All	0	0	0		English	No	0	0	0				
	1001791	RNCDM Nurse Manager	Full time - 8h shift	Yes	All	0	0	0		English	No	0	0	0				
	1002844	RN Class A	Part time	Yes	All	2.5	3	3		French	No	0	0	0				
	1002871	RN Class A	Part time	Yes	All	0	0	0		English	No	0	0	0				
	1002896	RN Class A	Part time	Yes	All	0	0	0		French	No	0	0	0				
	1002720	RN Class A	Part time	Yes	All	2.5	3	3		French	No	0	0	0				
	1002787	RN Class A	Part time	Yes	All	0	0	0		English	No	0	0	0				
	1002772	RN Class A	Part time	Yes	All	0	0	0		English	No	0	0	0				
	1002790	RN Class A	Part time	Yes	All	0	0	0		English	No	0	0	0				
	1002805	RN Class A	Part time	Yes	All	0	0	0		English	No	0	0	0				
	1002818	RN Class A	Part time	Yes	All	0	0	0		English	No	0	0	0				
	1002832	RN Class A	Part time	Yes	All	0	0	0		English	No	0	0	0				
	1002834	RN Class A	Part time	Yes	All	0	0	0		English	Yes	0	0	0				

1002858	RN Class A	Part time	Yes	All	0	0	0	0	English	Yes	0	0	0	
1003078	RN Class A	Part time	Yes	All	0	0	0	0	English	No	0	0	0	
9001181	1027 Nursing Unit Clerk	Casual	Yes	All	2.5	3	3	3	English	Yes	2.5	0	0	18/07/2018
1000868	1027 Nursing Unit Clerk	Casual	Yes	All	2.5	3	3	3	French	No	0	0	0	
1000868	1027 Nursing Unit Clerk	Full time - 8h shift	Yes	All	0	0	0	0	English	No	0	0	0	
1000862	1027 Nursing Unit Clerk	Full time - 12h shift	Yes	All	2.5	3	3	3	French	No	0	0	0	
1000895	1027 Nursing Unit Clerk	Full time - 8h shift	Yes	All	2.5	3	3	3	English	Yes	0.5	0	0	28/11/2017
900704	1027 Nursing Unit Clerk	Full time - 12h shift	Yes	All	0	0	0	0	English	No	0	0	0	
900710	1027 Nursing Unit Clerk	Full time - 12h shift	Yes	All	0	0	0	0	English	No	0	0	0	
1000717	1027 Nursing Unit Clerk	Full time - 12h shift	Yes	All	0	0	0	0	French	No	0	0	0	
1000723	1027 Nursing Unit Clerk	Full time - 8h shift	Yes	All	2.5	3	3	3	English	Yes	0	0	0	
1000729	1027 Nursing Unit Clerk	Full time - 8h shift	Yes	All	2.5	3	3	3	French	Yes	2.5	0	0	01/08/2019, 23/04/2018
1002335	1027 Nursing Unit Clerk	Part time	Yes	All	0	0	0	0	English	No	0	0	0	
1002374	1027 Nursing Unit Clerk	Part time	Yes	All	0	0	0	0	English	No	0	0	0	
1002380	1027 Nursing Unit Clerk	Part time	Yes	All	0	0	0	0	English	Yes	0	0	0	
1002402	1027 Nursing Unit Clerk	Part time	Yes	All	0	0	0	0	English	No	0	0	0	
1002460	1027 Nursing Unit Clerk	Part time	Yes	All	0	0	0	0	English	Yes	2	0	0	
1000901	1027 Nursing Unit Clerk	Full time - 12h shift	Yes	All	2.5	3	3	3	French	Yes	0	0	0	
1000643	1027 Nursing Unit Clerk	Full time - 12h shift	Yes	All	0	0	0	0	English	Yes	2	0	0	28/03/2019
1002408	1027 Nursing Unit Clerk	Part time	Yes	All	2.5	0	0	0	English	No	0	0	0	
1002410	1027 Nursing Unit Clerk	Part time	Yes	All	0	0	0	0	English	No	0	0	0	
1002432	1027 Nursing Unit Clerk	Part time	Yes	All	0	0	0	0	English	No	0	0	0	
1002413	1027 Nursing Unit Clerk	Part time	Yes	All	0	0	0	0	English	No	0	0	0	
1002414	1027 Nursing Unit Clerk	Part time	Yes	All	2.5	0	0	0	English	Yes	2	0	0	01/10/2018
1002416	1027 Nursing Unit Clerk	Part time	Yes	All	0	0	0	0	English	No	0	0	0	
9000318	1027 Nursing Unit Clerk	Casual	Yes	All	0	0	0	0	English	Yes	2	0	0	16/08/2017
9000338	1027 Nursing Unit Clerk	Casual	Yes	All	0	0	0	0	English	No	0	0	0	
9000346	1027 Nursing Unit Clerk	Casual	Yes	All	2.5	3	3	3	French	No	0	0	0	
9000349	1027 Nursing Unit Clerk	Casual	Yes	All	0	0	0	0	English	No	0	0	0	
9000358	1027 Nursing Unit Clerk	Casual	Yes	All	0	0	0	0	English	No	0	0	0	
9000358	1027 Nursing Unit Clerk	Casual	Yes	All	0	0	0	0	English	No	0	0	0	
1002411	1027 Nursing Unit Clerk	Part time	Yes	In person	0	0	0	0	English	No	0	0	0	
1000734	Admin Assistant	Full time - 8h shift	Yes	All	0	0	0	0	English	No	0	0	0	
1001691	RN Class A	Full time - 8h shift	Yes	All	0	0	0	0	English	No	0	0	0	
1001078	RN Class A	Full time - 8h shift	Yes	In person	0	0	0	0	English	No	0	0	0	
1002838	RNCA	Temporary	Yes	All	2.5	0	0	0	English	Yes	2	0	0	21/02/2020
1001338	RNCA	Full time - 8h shift	Yes	All	0	0	0	0	English	Yes	0.8	0	0	07/06/2020
1002410	RNCA	Full time - 12h shift	Yes	All	0	0	0	0	English	Yes	1	0	0	07/12/2017
1002788	RNCA	Part time	Yes	All	2.5	0	0	0	English	Yes	2	0	0	25/04/2020
9000866	1023M	Casual	Yes	All	0	0	0	0	English	Yes	1.5	0	0	14/11/2018
1002898	RNCA	Part time	Yes	All	2.5	0	0	0	English	Yes	2	0	0	24/03/2020
1002418	RNCA	Part time	Yes	All	2.5	0	0	0	English	Yes	2.5	0	0	27/07/2018
1002872	RNCA	Part time	Yes	All	2.5	3	3	3	French	Yes	2.5	0	1	01/08/2020, Written: 21/02/2022
1002837	RNCA	Part time	Yes	All	2.5	0	0	0	English	Yes	2	0	0	20/04/2018

APPENDIX B
Contingency Plan as Provided by Institution

Location: The Moncton Hospital Department: Emergency
Area/Team: Zone 1 Moncton Manager: [REDACTED]
Horizon Health

Official Languages Contingency Plan

The contingency plan is to be used by staff in two situations, either when there aren't any employees available to serve either in French or English as per the patient's choice, or when there are simply not enough staff available on the floor. In either of these cases, please contact the names and number below:

CONTACT 1:

Name/Department: Nursing Supervisor Telephone number: 857 5740
Availability: 24/7

CONTACT 2:

Name/Department: Switchboard Telephone number: 857 5111
Availability: 24/7

CONTACT 3:

Name/Department: OR - Front desk Telephone number: 857 5258
Availability: 24/7

CONTACT 4:

Name/Department: Clinic C Telephone number: 857 5570
Availability: Mon - Fri days (7³⁰ - 3³⁰ pm)
Sat 7³⁰ - 1130

*** PLEASE NOTE: For patients who communicate with ANY OTHER LANGUAGE than French or English, the prescribed medium is the use of the Interpretation line that can be reached at the number:

1-800-367-9559

Client ID: 258002 – Department code: 111