

Resident's Handbook

January 2024

C.H.S.L.D. Bayview

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C.H.S.L.D. Bayview

Welcome

The administration and staff of C.H.S.L.D. Bayview (Bayview) take this opportunity to welcome you. At Bayview, WE CARE about people as our core values. Your well-being and quality of life are our primary concern. Our goal is to offer a caring and secure place where there is a sense of being 'at home', not being 'placed in a home'.

This handbook describes Bayview and the services that are available. We believe that the information provided within will be helpful to you. We hope that the transition to your new home will be a pleasant one.

Our Mission

C.H.S.L.D. Bayview provides a supportive living environment for residents. Our dynamic team promotes quality of life through compassionate care and continuous improvement of services in partnership with residents and families.

Vision Statement

Be the leader for safe and quality resident care.

Service Philosophy

The philosophy of C.H.S.L.D. Bayview reflects a resident centered approach whereby the available resources are integrated to best meet the physical, psychological and social needs of the individual.

The residents of Bayview are adults who, due to their loss of autonomy, require support in a secure and caring environment that promotes an optimal quality of life. We believe in and work to uphold the fundamental human rights as stated in Bayview's Code of Ethics.

Bayview management, care team, support staff, volunteers and community partners work together in an inter-disciplinary manner to provide quality services in partnership with the residents and their legal representatives. An individual care plan is developed to meet the identified needs while respecting the legislation that affects long term care centers.

Description of Bayview

History

In 1956, the Samatas family founded C.H.S.L.D. Bayview. Originally it was a private residence that was converted into a small nursing home. In June 1989, construction was completed on the current building. The Scardera family took ownership of Bayview in April 2019.

Perched on the hill at the back of the property is the Morin Chapel, a local historical landmark that dates back to the period following the 1917 Spanish flu epidemic that claimed millions of lives worldwide. Edmond Morin, who owned the property at the time, built the Chapel after he made a vow to do so if his children were spared from the illness.

Description of Bayview

Bayview is a private, long-term care center under contract to the Quebec Ministry of Health and Social Services. The same services as a public establishment are provided but are managed by private owners. Bayview is located in the West Island community of Montreal and provides a permanent residence for 128 adults who require assistance and support with their activities of daily living.

According to the *Act Respecting Health and Social Services*, a long-term care establishment provides lodging, assistance, support, monitoring and services such as psychosocial, nursing, pharmaceutical, medical, physical and occupational therapy. The extent to which a particular service is provided is generally dependent upon the needs of the resident and the availability of resources. Should a resident or family member wish to discuss any issues related to services, they are encouraged to approach the staff of the particular department.

On the ground floor are many of the service departments, as well as the cafeteria, the hair salon, offices and a large recreation room where most of the activities take place. During the summer months, the garden and gazebo are available for the residents' enjoyment. There are four living areas of 32 residents per floor. The rooms are private, with the exception of one semi-private room per floor. Each floor has a nursing station, a small lounge available for quiet visits and a dining room that serves as a lounge area during the day.

The third floor offers specialized and adapted care to respond to the needs of individuals who have Alzheimer's disease and related dementias.

Administration offices are located on the sixth floor.

Clientele

Bayview residents have various health conditions that impact their physical, psychological and social abilities. We provide a residence for adults who require a minimum of 3 hours of care per day. Support is also extended to the members of the resident's family who are encouraged to partner in the care process.

Staff

The Bayview staff is dedicated to deliver quality services. The care team consists of all Bayview employees who function in an interdisciplinary manner that emphasizes involvement and cooperation. A Director oversees each area of service with the responsibility to ensure that global objectives are met, and that staff are supported in their work. Please refer to the descriptions of the departments and services for further details.

Various attending professionals provide medical and other services on a consultation basis.

Travel Directions To Bayview

By Bus (coming west):

From Lionel Groulx metro station, Bus 211 to Dorval terminal, Bus 202 stops in front of Bayview.

By Bus (coming east):

From Fairview Centre, Bus 202 stops in front of Bayview.

By Train:

From downtown to Dorval station, Bus 202.

By Car:

Take Sources South off Highway 40 or Highway 20, Follow to Ch. Du Bord du Lac (Lakeshore), turn right.

Free parking:

Only occasional or short duration visitors may park at the front entrance. Family members/caregivers require a sticker for the lakeside parking lot (see receptionist)

For Resident Mail

(Resident's Name)
C.H.S.L.D. Bayview
(Résidents Room #)
27 Chemin du Bord du Lac
Pointe Claire, Québec
H9S 4H1

For C.H.S.L.D. Bayview

(Department or Name) C.H.S.L.D. Bayview 27 Chemin du Bord du Lac Pointe Claire, Québec H9S 4H1

Code of Ethics and Guide to Ethical Conduct

Background

Bayview is committed to the provision of care to a standard appropriate to the needs of all its residents. The following information outlines two documents that assist Bayview in meeting its goals, a *Code of Ethics* and a *Guide to Ethical Conduct*.

The delivery and reception of long-term care services occur within a framework of partnerships between Bayview administrators, staff, attending professionals, volunteers, residents and/or their representative and their family. The *Code of Ethics* represents the rights, which the personnel are committed to uphold and upon which their practice is based. The *Guide to Ethical Conduct* sets out for each partner the obligations each has in order to respect the principles as set out in the *Code of Ethics*.

Purpose of the Code of Ethics and the Guide to Ethical Conduct

The aim of the Code of Ethics and the Guide to Ethical Conduct is to set out the ethical commitments made by Bayview, in addition to its obligation to comply with the Law. The purpose of the Code of Ethics and the Guide to Ethical Conduct is to:

- Identify and set out the rights that are the basis for the conduct and practice of longterm care services delivered under the law.
- Set out Bayview's responsibility to provide care in ways that fully respect the fundamental human rights and commitment to continuous improvement.
- Identify the standards of conduct and practice, including their ethical basis, which the administrators, staff, residents and community can expect in relation to all areas of the provision of care.

Mutual Obligation

The Code of Ethics and the Guide to Ethical Conduct are based on an understanding of the **mutual obligations and interests** of all parties involved, including the residents and their family, and on the need for all partners to comply with relevant legislation and professional codes of practice. Each partner has an obligation to respect the rights and duties of the other partners.

For the purpose of this document the term "representative" shall imply those persons recognized as a representative under the act respecting health services and social services (Part 1, Rights of Users, Article 12).

Code of Ethics

Bayview recognizes the need to respect the fundamental human rights for the common good of all who receive and deliver long-term care services.

Bayview acknowledges that these fundamental human rights are based upon the inherent dignity of the individual.

Through a *Code of Ethics* the principles stated therein provide a basis for the behavior of all who work at, reside in or visit Bayview.

In accordance with our mission and philosophy, we commit ourselves to uphold the following rights of the residents:

- The right to be treated with respect.
- The right to self-determination.
- The right to privacy and confidentiality.
- The right to an appropriate standard of care to meet individual needs.
- The right to life, liberty, and security.
- The right to have religious and cultural identity respected.

We further recognize that all partners in the delivery of long-term care services at Bayview have the same fundamental human rights, which carry with them the duties and obligations set out in the *Guide to Ethical Conduct*.

"Do unto others as you would have them do unto you"

Guide to Ethical Conduct

Staff

Staff, in adhering to the *Code of Ethics*, our core values and to their own professional code of ethics (where applicable), accept the following responsibilities:

The right to be treated with respect

Staff will:

 Interact with the resident and their family, other staff, attending professionals, volunteers and administrators with respect, dignity and courtesy.

The right to self-determination

Staff will:

- Respect the right of the resident and/or their representative to be informed about the resident's health status, the resources, and services available.
- Respect the right of the resident and/or their representative to give consent to care, which includes the right to accept or refuse treatment.
- Ensure that the resident and/or their representative participate in decisions regarding their care.
- Provide opportunities to the resident for self-development and provide care in a way that maximizes their capabilities.
- Respect the right of the resident to end of life support that promotes comfort, dignity and peace in accordance with their expressed wishes.

The right to privacy and confidentiality

Staff will:

 Conduct themselves in a manner that respects the privacy and confidentiality of the resident and/or their representative, their family, other staff, attending professionals and Bayview.

The right to an appropriate standard of care to meet individual needs

Staff will:

- Consult with the resident and/or their representative about their care needs.
- Provide services to a standard appropriate to the needs of the resident in order to maintain optimal health and quality of life.
- Administer care in line with current best practices and within his or her levels of expertise, qualifications, and authority.
- Report any observed failures of standard of care through the appropriate reporting mechanisms.
- Participate in risk reduction programs where errors and adverse events are identified, reported without blame, discussed, and corrected.
- Work collaboratively with administrators, other staff, attending professionals and volunteers to achieve the best possible outcomes for the residents.
- Participate in the education and training opportunities provided.
- Use and maintain, in a responsible manner, the building and equipment provided.
- Adhere to all expected standards and values of Bayview.

The right to life, liberty, and security

Staff will:

- Support the emotional needs and ensure the safety of all residents in the context of the services they provide.
- Report any observed event that compromises the well-being of a resident. An
 employee who witnesses an act of abuse must intervene on the residents' behalf
 and inform their immediate supervisor.
- Recognize the residents' need for social contact and provide opportunities for social interaction.
- Observe safe work practices to minimize the risk of injury to residents, self and others.
- Assist residents and/or their representative, if requested, to access information regarding the complaint's procedure.
- Declare to administrators any conflict of interest regarding personal relationships with residents and/or business involvement with Bayview.
 - (Conflict of interest is defined as any situation where the direct or indirect interest of staff is likely to compromise the objective performance of his/her work.)
- Handle residents' spending money, if requested, with due honesty and a high level of documented accountability to the resident and/or their representative.
- Ensure that the residents' personal property is protected and used only by or for the benefit of the resident.
- Never accept gratuities, loans nor gifts from the resident and/or their representative or family, with the exception of non-monetary tokens of appreciation.
- Not sell goods or services to residents, their family or other staff on the premises of Bayview, with the exception of any official fundraising activities.

The right to have religious and cultural identity respected

Staff will:

- Respect the right of the resident, their family, other staff, attending professionals and volunteers to their own personal, cultural, and religious beliefs.
- Where possible, provide care in ways that support the cultural and linguistic needs of the resident.

** This Staff Guide To Ethical Conduct constitutes, without being exhaustive, the fundamental rules in effect at Bayview with regard to residents, their family, staff, attending professionals, volunteers and administrators. It complements the Code of Ethics.

Deviation from this *Guide to Ethical Conduct* is unacceptable.

Guide to Ethical Conduct

The resident and/or their representative, family and visitors (where applicable)

Bayview, accepting the rights and responsibilities of residents, and taking into account the relative competence of the individual, expects that the resident and/or their representative, their family, as well as visitors, will adhere to the *Code of Ethics* and will accept the following responsibilities:

The right to be treated with respect

The resident and/or their representative, family and visitors will:

• Interact with other residents, staff, attending professionals, volunteers and administrators with respect, dignity, and courtesy.

The right to self-determination

The resident and/or their representative and family should:

- Make informed decisions and accept responsibility for choices made, including the right to accept or refuse treatments offered; and to consider end of life options that promotes comfort, dignity and peace.
- Be an active participant in the care process.
- Seek, as needed, advice that is independent of Bayview.

The right to privacy and confidentiality

The resident and/or their representative, family and visitors will:

 Respect the privacy and confidentiality of other residents, their family, staff, attending professionals, volunteers, and Bayview.

The right to an appropriate standard of care to meet individual needs

The resident and/or their representative, family and visitors should:

- Provide relevant social and medical information to the appropriate care providers.
- Be involved in meeting the resident's needs.
- Use and maintain, in a responsible manner, the building and equipment provided.

The right to life, liberty, and security

The resident and/or their representative, family and visitors will:

- Respect the right of other residents, staff, attending professionals and volunteers to their safety.
- Meet the financial obligations for the care provided.
- Where residents' financial affairs are managed by their representative, act with due honesty and a high level of documented accountability.

The right to have religious and cultural identity respected

The resident and/or their representative, family and visitors should:

 Respect the right of other residents, their family, staff, attending professionals and volunteers to their own personal, cultural and religious beliefs.

Family and Friends

As with any major change in life, admission to a long-term care residence can be a difficult time for an individual and their family. Bayview hopes to be able to facilitate this transition by establishing positive relationships and working together to meet needs.

After admission, all members of the care team will conduct a complete assessment of the individual. A Resident Integrated Care Plan meeting will take place within approximately 6 weeks whereby a team approach is used to develop a comprehensive care plan. The resident and/or their legal representative are an important part of this meeting and therefore are encouraged to attend in order to help determine the needs and priorities. This opportunity to formally meet the care team and share concerns or questions will be arranged by the Clinical Coordinator.

Family and friends are always welcomed. The following are ways that you can **enhance the quality of life for your loved ones** at Bayview:

Be present at mealtimes to assist with feeding





Participate in activities



Spend time outdoors during nice weather





Add personal touches to the room



Bayview prides itself on people centered care. Our approach is to work in partnership with residents and loved ones to continuously seek input to operational and clinical processes through feedback opportunities, surveys and Resident or Family Advisory committees.

The following information describes other support services available for residents and their family:

Residents Committee (Users Committee):

The Resident's Committee is made up of elected residents and/or their representatives whose mandate is to provide support for all residents of the facility. The functions of the Residents Committee, as described in the Health and Social Services Act, are:

- To inform the residents of their rights and obligations.
- To defend the common rights and interests of all residents or to defend the individual rights of a resident at their request.
- To foster improvements of the quality of living conditions and assess the degree of satisfaction with regard to the services available.
- To accompany or assist a resident, if requested, in any action he/she undertakes including filing a complaint in accordance with the complaint's procedure.

The committee meets regularly throughout the year. More information can be obtained from the Residents Committee Notice Board inside the Therapeutic Recreation department and across from the elevator on the four floors.

Expressing Concerns and Complaints:

All effort is made to provide the best possible care for every resident. Residents and/or their representatives are encouraged to voice concerns regarding services to the relevant area supervisor. However, if someone is not satisfied with the response, they have the right to bring forward a complaint through a formal process. An overview of how to address dissatisfaction and concerns is included in the Welcome Package (see Annex A). Information is also posted on the Residents Committee board on every floor.

Residence Fees and Payment

There is a room charge in long term care establishments. This charge is determined by the Ministry of Manpower and Income Security, based on the type of accommodation and the income and/or assets of the resident and spouse.

As of January 1 st ,	, maximum room rates are as follows:		
	Private Semi-private	\$ \$	per month per month

Resident room charges for the month of admission are payable upon receipt of the invoice. Payments can be made by either direct deposit (see form) or cheque.

Under certain circumstances, a rate reduction can be obtained. To apply for this reduction, the resident or legal representative must complete a detailed form and supply supporting documentation. Please contact the Finance office (ext. 246) for the required form. For more information, please contact the government at (514) 873-1529.

Accommodations are based on room availability.

There are costs for services not covered by Medicare for which the resident is responsible. These services may include dental work, eyeglasses, foot care, hearing aids, prosthetics, etc. However, if a resident benefits from reduced room charges, a portion of these costs may be covered by the government.

Optional services, such as hairdressing, special recreation activities (ex: off-premises outings) and cable are also not included in the room charges.

All charges for services are billed in the invoice of the month following the delivery of the service. Please contact the Finance office at (ext. 246) for any additional questions regarding an invoice.

<u>Income Tax Receipts</u>, if required, are issued every February.

^{*}These rates are revised by the government on a regular basis.

Description of Departments and Services

Administration

Bayview administrators and management are responsible to set direction and ensure the provision of quality services and programs as reflected in our mission and philosophy. Bayview administration is always available to receive comments and respond to a resident's needs.

Building and Technical Services

The building and technical services department oversees the maintenance of the building and equipment. They are available to provide residents or their representatives with information and assistance on items that need to be considered, as per the policies described in this folder.

Clinical Nutrition and Food Service

Good nutrition plays an important role in the overall care and quality of life of residents at Bayview. A complete nutritional assessment is done in the initial weeks of admission. Recommendations are made by the Dietitian for each resident regarding the most appropriate therapeutic diet, food texture or liquid consistency. Thereafter, a review of all nutritional care plans is done at least annually, or ongoing as nutritional concerns arise.

The Dietitian, in collaboration with the Food Service department, has developed a balanced, seasonal and appetizing menu to ensure optimal nutrition care and hydration. Meals are served to residents in dining rooms located on each floor or in the resident's room if preferred. Therapeutic and individual resident snacks are organized through the Clinical Nutrition Department and are served in the afternoon and/or evening. Light snacks are available at all times on each care unit. Food and beverages can be purchased in the cafeteria by staff, family members, visitors or residents. To contribute to the quality of life of the resident, family members are welcome to occasionally bring a favorite meal or snack.

The daily menu is posted on the care unit. The seasonal weekly menus can be viewed on the Bayview website.

Dental

The services of a mobile dentist are available to perform basic procedures at Bayview according to RAMQ availability (see Annex B).

Housekeeping and Laundry

The housekeeping staff ensures that the building and residents' rooms are kept clean.

Bayview is responsible for laundering linens, such as sheets and towels. Bayview also provides a free basic laundry service for residents' personal clothing. Please note that only machine washable and dryable clothing can be handled by our laundry service. Dry cleaned articles are the responsibility of the resident or family.

Residents' family members have the option to take care of the resident's personal laundry, but must sign a waiver, which is available at the Admissions Office.

Medical

Bayview has granted medical privileges to designated Physicians who visit Bayview on a weekly basis, and each has a responsibility for the residents assigned to their care. There is a rotating on call schedule to ensure access to a doctor at all times. A resident may be transferred by ambulance to a hospital if required.

A Dermatologist and Pharmacist complement the team of Physicians. When necessary, outside consultations are arranged and either a family member or a volunteer accompanies the resident to their appointment.

Nursing Department

The Nursing Department strives to provide optimum care based on compassion and technical skills. Each resident is approached as a unique individual who is supported by maintaining areas of independence for as long as possible, assisted when dependent and eventually supported at the end of life. Nurses and paraprofessional staff work in collaboration with members of the multidisciplinary team and the family in order to achieve these goals.

Occupational Therapy

The aim of occupational therapy is to maintain an optimal level of comfort and autonomy for the resident. An assessment is done by the Occupational therapist regarding upper extremity function, posture, wheelchair needs, cognitive status and adaptive aids. Occupational therapy interventions keep in mind the resident's capacities in relation to their environment.

Physiotherapy

The goal of physiotherapy is to ensure resident safety while promoting mobility, functional autonomy, and comfort. Upon admission, the safety needs are assessed followed by the development of a functional autonomy profile to further identify the needs and determine appropriate intervention. A Physiotherapy Technologist (Phys. T) will provide regular treatment when prescribed by the Physician.

The physiotherapy department is involved with transfer assessments, ambulation program, bed mobility and positioning, fall injury prevention and exercise program.

Religious Services

Services are made available for some religious denominations. Refer to the activity calendar on the website for more information.

Social Service

A Social worker is available on a consultation basis for residents and/or their families who require support (coping with challenging life events, adaptation to Bayview and legal mandate documents).

Therapeutic Recreation

The goal of therapeutic recreation is to provide physical, cognitive and social activities that enhance the quality of life for the residents. Each resident is assessed upon admission and a schedule of activities is arranged according to their ability, interests and needs. Activities are divided into two categories: Open groups which have a social/entertainment aspect and target groups which are smaller and geared towards meeting the specific needs of individuals.

All weekly activity information is posted on a board across from the nursing station on each floor. A monthly schedule is posted in the Therapeutic Recreation room, as well as on the Bayview website.

Volunteer Service/Auxiliary Committee

Volunteers play an important role in assisting the staff to attain Bayview's objectives by helping to respond to the needs and concerns of the residents and their families. In addition to enriching the lives of the residents, volunteers introduce a welcome infusion of the community.

All volunteers are interviewed, assigned and supervised, and are expected to follow Bayview's policies and guiding principles.

The Auxiliary is a committee of volunteers who generously give their time to organize and help with special events that raise funds for the benefit of the residents. Fundraising and memorial donations generate additional resources to help improve the quality of life for the residents and to promote the Auxiliary's objectives.

Other Services

Foot care:

Foot care clinics are held at Bayview. This is for residents who require specialized foot care. An appointment must be made through the Nursing department. There is an extra cost for foot care treatment that will be added to the monthly invoice.

Hairdresser:

Hairdressing services for both men and women are available on the premises. Appointments can be made through the Team Leader on the unit. A list of services, prices and hours of operation may be obtained from the Hair Salon.

Optometry:

Optometry services are available on the premises for a fee, with appointments arranged through the Nursing department.

***A directory is available to contact the departments or services (see Annex C).

Policies and Procedures

Access to Medical File

Residents or their legal representatives have the right to access the resident's medical file with a written request made to Bayview Administration.

Adapted Transportation Services

Transportation to external medical appointments is arranged by Bayview when requested by the resident's Attending Physician. Residents' personal outings must be organized and paid for by the resident or their representative. Information about transportation options is included in the Welcome Package.

Communications about Health Status Updates

Bayview will respect the resident's and/or their legal representative's directives to be kept informed of any changes in health status. General health information updates are communicated as per the instructions provided by the resident and/or their legal representative at admission. Bayview must be informed of any changes to these instructions or to contact information.

Companions

A resident and/or their representative may hire a personal companion to provide additional social interaction. The Clinical Coordinator must be contacted to arrange for companion registration and relevant documentation. The "Guidelines for Personal Companions at C.H.S.L.D. Bayview" will be provided and must be followed.

Complementary Healthcare

A resident and/or their representative may hire private professional services to provide additional care. In order to ensure an integrated approach, the Clinical Coordinator must be contacted to arrange registration and relevant documentation. The "Guidelines for Private Professional Services at C.H.S.L.D. Bayview" will be provided and must be followed.

Consumption of Tobacco, Cannabis and Alcohol

Tobacco:

At Bayview, only residents are permitted to smoke or vape outdoors and only in the designated smoking area.

Residents who wish to smoke or vape must be autonomous. They cannot ask for help from employees to light up their tobacco items.

Residents, employees, families and volunteers can consume tobacco or vaping products outdoors at the designated location where the ashtray is placed.

Cannabis:

The Cannabis act (L.C. Ch. 18) makes it legal to consume and possess cannabis in private homes or in public places where it has not been otherwise restricted.

Residents wishing to use cannabis must first discuss with the Doctor or Nurse to validate if this activity is safe and is not contraindicated in relation to their care plan. If despite the recommendation, a resident wishes to consume, a refusal of treatment form must be signed. The situation will be referred to the interdisciplinary team.

For anyone else, smoking cannabis products outdoors on Bayview premises is prohibited.

Alcohol:

The "milieu de vie" approach permits residents to consume alcohol in the establishment if they wish. However, alcohol consumption may be contraindicated to the resident's care plan. Residents must inform their doctor or RN so that appropriate notes are written in their file.

During activities managed by the recreation department, employees control the quantities of alcohol served to residents and family members.

Disclosure of Accident Events

It is every resident's right to receive information about his/her healthcare. This includes information about their condition, the risks inherent in healthcare delivery and disclosure of any undesirable or avoidable accident events in the delivery of care and service.

The healthcare team will disclose all accident events that occur. This is the responsibility of all healthcare providers and the right of every recipient of care.

Definition of terms:

Accident: An action or situation where a risk event occurs which has or could have consequences for the state of health or welfare of a resident... (S-4.2, Art. 8) Accidents are events that reach the resident with or without consequences.

Consequences: The impact on the state of health or well-being of the victim of the accident. (MSSS AH-223-1)

Disclosure: The action of bringing to the attention of the resident and/or their legal representative all the necessary information relating to the accident sustained by the resident and the cause of the consequences. (MSSS, Lignes directrices a l'intention du réseau de la santé et de services sociaux, 2011)

Emergency Procedures

In cooperation with the Fire Department, Bayview has a well-organized emergency response plan. Drills are held regularly in order to keep all personnel informed and prepared for any emergency. Residents and visitors are asked to observe the instructions given by staff when an alarm is activated.

Family Celebrations

Residents' family and friends are welcome to hold special celebrations or gatherings for a resident at Bayview. Bayview has 2 common rooms available for personal use by a resident which must be reserved in advance. The setup clean up and provisions are the responsibility of the family or friends. Arrangements for the use of the recreation room must be made with the Coordinator of Therapeutic Recreation, arrangements for use of the 6th floor Family Room must be made with the Receptionist.

Gratuities

Employees and volunteers are here to be of service to residents, and therefore tipping for service to individual staff members is not permitted. Should a resident or the family wish to express their appreciation, a donation may be made to the Auxiliary in the name of the specific staff member or the unit the resident wishes to honor.

Infection Prevention and Control

In order to prevent the transmission of infection, Bayview reminds everyone that universal precautions are the most effective method of control.

Precautions to be taken:

Hand Washing: This is one of the most important prevention measures. Hands should be washed frequently and especially upon entering and leaving the establishment. Additionally, hand sanitizers are strategically located throughout the building (close to all elevators).

Staying home: Anyone with symptoms related to the following transmissible infections should stay home:

- Acute conjunctivitis
- Acute respiratory infection (Influenza, COVID, etc.)
- Gastroenteritis with vomiting and diarrhea
- Chickenpox/Shingles
- Scabies
- Impetigo

Vaccination: Bayview encourages the annual influenza vaccination for the well-being of the residents and employees. Pneumovax is available to residents who request it and provide consent.

Outbreak: In the event that there is an infectious outbreak such as Influenza or Gastroenteritis, Bayview will implement a care unit closure and/or restrict visiting and activity participation.

These measures are in place to help reduce/contain the impact and spread of the infection as quickly as possible. During an outbreak, visitation is discouraged however, if you insist on visiting, be aware that you can only visit your loved one, they may not be able to leave the care unit and in some cases their room.

Communication of required information regarding the outbreak will be provided in the following manner:

- Email messages to the resident's representative
- Signage posted throughout the building.
- Bayview website "Alerts" tab (ongoing updates)

Isolation: Sometimes a resident must be placed in isolation which is identified by a notice on the door. Prior to entering the room, the Team Leader or the Coordinator must be asked about the measures to take in order to avoid contamination and transmission.

Meals from outside

We encourage the sharing of home cooking. A microwave is available in the cafeteria and on each care unit to reheat food that is brought in. If the resident will be having a meal, the care unit must be advised in order to cancel meal service, also ensure the residents dietary restrictions are taken into account. The 6th floor Family Room (with kitchen access) can be used in accordance with the guidelines which are available at reception.

Medication

A Pharmacist is contracted to dispense all prescribed medications at Bayview. Any medication prescribed by the resident's physician that is on the list of pharmaceuticals approved by the Quebec Government is provided without charge. In order to avoid adverse drug interactions, Bayview requires that the RN and Physician be advised of <u>ALL</u> medications and vitamin supplements taken.

Objects of Value and Personal Belongings

Bayview will, as much as possible, provide a secure environment for residents' personal belongings (clothing, prosthetics, glasses, dentures, personal devices, such as a razor, television remote and room decorations, etc.). Unfortunately, it is not possible to control all access and movement within Bayview.

It is recommended that residents do not keep any objects of value (jewelry, money, credit cards, identification papers, etc.) at Bayview and that these items be given to the family for safekeeping. For safety reasons, individual rooms cannot be locked. However, residents and/or their representatives are welcome to bring a lockable cabinet for any objects of value.

Residents and/or their representatives will assume the risk for damage or loss of any objects of value and are responsible for the safekeeping of personal belongings. It is recommended to enquire about insurance coverage for objects of value and personal effects kept at Bayview through your private insurance provider.

Residents and/or their representatives are requested to report any damage or loss of personal belongings to the Team Leader or Coordinator on the unit.

In the event of reported loss or damage to personal belongings, Bayview will assume responsibility only when it is evident that there has been negligence, undue carelessness or mishandling by an employee in the exercise of his/her functions.

The "Request for Compensation" form must be completed by the resident/representative. Senior management will review each claim and if required will take the necessary measures.

Pets

Residents are not permitted to keep pets in their room.

Privacy

Everyone affiliated with Bayview must respect the right to privacy. Prior consent is required before capturing images of others and sharing personal information through any form of digital technology, including camera, cell phone and tablet devices, and the use of social media.

Room Decoration

Residents are encouraged to personalize their room with photos, artwork, etc. Residents are welcome to provide their own bed cover and window valance. Residents and/or their representatives are responsible for the cleaning and upkeep of these articles. Any items to be hung on the wall must be approved and installed by the Building and Technical Services department.

Room Furnishings

Bayview provides the necessary furnishings for each resident's room. There is limited space for additional furniture. Before any personal furniture is brought into Bayview, the Clinical Coordinator must be consulted. <u>Mobility, stability and size</u> will be considered before any additional furniture is approved.

In terms of mobility, we ask that furniture is on functional wheels in order to facilitate their movement and increase efficiency for housekeeping service department.

Finally, with safety first in mind, for both employees and residents, the personal furnishings must be maintained and remain functional at all times.

Electronic equipment:

Please remember to consider size and mobility of any electronic equipment, such as a radio, stereo and computer, that is brought into the room for a resident's enjoyment. Check with the Technical Services Department if unsure.

<u>Fire and safety regulations prohibit electrical appliances such as kettles, toasters, microwaves and drip-style carafe coffee machines in residents' rooms.</u>

Televisions:

Flat screen televisions are recommended, and size must consider location (max.48 inches). Wall mounted is mandatory for the 3rd floor. As well, the type of television should be user friendly for the ability of the resident.

All required equipment (non-swivel, wall mount bracket, etc.) must be provided by the resident, the family and/or the legal representative. The television must be installed by Bayview Technical Services Department.

Important reminder

It is the sole responsibility of the resident and/or their representative to ensure the functioning and/or required repairs for a resident's electronic equipment (televisions, computers, telephones, etc.). These items are the resident's personal belongings, which are independent of Bayview services. Bayview employees need to maintain their focus on direct care provision.

Room Transfers

Room transfers will only be considered in order to address a resident's specific medical needs or care.

Safety Concerns

All residents and visitors are asked to be mindful of the following issues that are important for the well-being and safety of all concerned:

Open flames:

Open flames, such as candles or sparklers, are strictly forbidden everywhere within the building, with the exception of the smoking room. Residents and their families who wish to have cake candles for a special occasion may do so in the smoking room adjoining the cafeteria.

Natural plants and flowers:

Prior to bringing any plants or flowers into Bayview, verify if they present a potential toxic danger (see *Toxic Plants brochure*). Natural Christmas trees are not permitted due to fire code regulations.

Choking risk:

Due to the potential risk of choking, no food or beverage should be given to other residents without prior consultation with Bayview staff.

Risk of Wandering:

In order to keep certain residents safe from wandering off the premises unattended, Bayview has installed an alarm system at the front entrance as a preventive safety initiative. Please do not inadvertently assist residents you do not know to go out on their own. If unsure, please ask an employee.

Motorized Wheelchair Safety:

Motorized wheelchairs must be operated in a safe manner at all times. In order to prevent risk situations, the speed of a motorized wheelchair must not exceed 5 km/h on Bayview premises.

Reporting safety concerns:

If anyone has a safety related concern to report, or a suggestion or recommendation to make, Bayview wants to hear it! When concerns or reported events are brought forth, Bayview's only objective is to explore the contributing factors to the problem in order to make improvements. Bayview believes in a "no blame" approach to addressing errors or problems that arise.

Bayview has a Risk Management Committee whose mandate is to promote safety and to develop plans to reduce or eliminate risks. Each floor has a committee representative called a "Safety Champion" who is available to direct concerns to the appropriate resources in place. For further details regarding the "Safety Champion", see the notices posted on each floor.

Surveillance Equipment

Surveillance equipment may be installed in the residents' room when circumstances warrant it. However, there are rules outlined in the MSSS regulation that must be taken into consideration prior to installation. For more information, refer to the MSSS pamphlet included in this folder "The Use of Monitoring Mechanisms by Residents in Residential and Long-term Care Centers (CHSLDs)". Please take into consideration the location of the camera placement in order to ensure the privacy and dignity of the resident.

Temporary Absence

If a resident wishes to leave Bayview for an appointment or outside visit, please ensure that the Nursing department is advised in advance so that the necessary arrangements can be made.

It is important to report any concerns or unusual situations that may have occurred during a temporary absence to the Team Leader.

For short excursions outdoors, please use the sign out sheet that is located at the nursing station.

Should a resident's representative be away, please inform the relevant Team Leader of the dates of the absence and who is to be contacted if required.

Visiting

Visitors are welcome at any time, however, visiting should take into consideration a resident's daily care routine. The front entrance doors are always locked for safety reasons. The Receptionist will open the door for you between 10AM and 6PM, outside of these hours please ring the bell.

Please be mindful that Bayview is home to the residents and all measures must be taken to ensure respect for their space and safety. <u>During the winter, remain on the carpeted areas at the entrance and remove outdoor footwear. Uncarpeted areas must not be walked on with wet boots or shoes.</u> Disposable footwear covers are available at the entrance.

Children are welcome and must be accompanied and never left unattended while on the premises.

Pets are welcome if accompanied, on a leash and under the control of their owners at all times. Pets are not allowed in the cafeteria at any time, nor during mealtimes in the dining areas on the care units. If needed, bring a water bowl for your pet. No dishes from the cafeteria are to be used for this purpose.

Wi-Fi/Computer access

The Bayview Residents' Committee provides a computer and Wi-Fi access for residents, their family members, and friends. WIFI is also available on each unit.

It is available in the Recreation room. The necessary user information can be found near the computer.

Telephone Service

Telephone service is the responsibility of the resident and/or their representative. Arrangements for service must be made directly with the telephone service provider who will assign a private number that rings only in the resident's room.

(The residents' telephones are not accessible through the Bayview switchboard.)

As there is a jack in each room, the telephone service provider can usually install the service in 2-3 days from the date of request.

The resident and/or representative are responsible for all related charges and must cancel the telephone service upon departure of the resident.

It is recommended to have a cordless phone in order to minimize the risk of tripping on wires.

Cable Television Service

Bayview has negotiated on behalf of Bayview residents, a special price for Videotron Cable Television Service. For a monthly fee, residents will receive the Videotron cable package, which includes many specialty channels. The most up-to-date list of channels is included in this package.

This service is available without any connection fee.

For the Videotron cable package:

- The Cable Television Service Request Form must be signed (see Admissions Office).
- Bayview Technical Services will connect the cable service.
- Invoicing will be done as a separate item on the Bayview monthly bill.

For Digital, HD or other special Videotron services:

- The resident and/or their representative may purchase these additional cable services by contacting Videotron Residential Services directly. <u>It must be mentioned</u> <u>that bulk purchase Videotron Cable Television Service is already being received</u> <u>from Bayview.</u>
- Residents who wish to have additional cable services will still benefit from the Videotron cable package special price, however, the additional services will be invoiced separately and directly by Videotron.

For further information, please contact John Filippone at Ext. 266.

Suggested Clothing and Personal Items

On admission, clothing is given to the staff on the care unit who will label all items with the resident's name and room number and will ensure that the clothing is put into the resident's room. Clothing items should be machine washable and dryable.

Adapted clothing may be required or recommended. Please refer to the information provided on "Adapted Clothing".

The following is a list of recommended items to bring upon admission:

LADIES' CLOTHING

- 6 outfits (tops, skirts, pants, jogging suits)
- 6 nightgowns (back opening if possible); Bayview does not provide these
- 1 + 1 dressing gowns (winter and summer)
- 6 sets of undergarments (bras, underpants, camisoles)
- 6 pairs of stockings / socks
- 2 warm sweaters with front buttons
- 1 coat (seasonal), gloves, hat, etc.

MEN'S CLOTHING

- 6 outfits (tops, pants, shorts for summer, jogging suits)
- 6 pyjamas or nightshirts (back opening if possible). Bayview does not provide these
- 1 + 1 dressing gowns (winter and summer)
- 6 sets of undergarments (briefs and undershirts)
- 6 pairs of socks
- 2 warm sweaters with front buttons
- 1 coat (seasonal), gloves, hat, etc.

FOOTWEAR

- 2 pairs of non-skid washable slippers
- 1 pair of shoes
- 1 pair of boots (if needed)
- ** Refer to the "Guidelines for Safe Footwear"

PERSONAL ITEMS

- All prostheses or orthoses (hearing aids, dentures, glasses, etc.)
- Cane, walker or wheelchair
- For male residents, an electric razor is highly recommended for comfort and safety

TOILETRIES

Bayview provides all basic toiletries. If a resident prefers specific brand items, the resident or their representative may supply the preferred choice.

Adapted Clothing

The use of adapted clothing is necessary and beneficial for the well-being and comfort of the resident. Clinical considerations for the need of adapted clothing include:

- Limited ability to move the upper extremities
- Limited trunk balance and control
- Movement difficulties (pain, resistant or aggressive reaction to movement)
- Obesity

In these situations, the following is recommended:

- Choose garments that are over-sized, loose fitting and stretch
- Back opening
- Avoid blouses/shirts that button up

To prevent injury to the resident and/or caregiver, when adapted clothing is required but not provided, Bayview reserves the right to modify the care routine.

For more information or for adapted clothing resources, please consult the Team Leader. Acquisition and costs are the responsibility of the resident and/or their representative.

Guidelines for Safe Footwear (Shoes, Slippers, Boots)

Heel:

Maximum height should not exceed 2.5 cm (1 inch). The heel width should be in proportion to the shoe. The heel should be well supported by the back of the shoe – no slip on styles (mules).

Sole:

The sole of the shoe must be firm and allow for good contact with the floor. A non-skid sole is recommended. A sole that is too soft or sticky can create instability and a risk of tripping.

Toe:

The shoe must extend 1 cm beyond the end of the toes and allow ample space for the width and height of the toes.

Closure:

The shoe must fit the foot securely and enclose the foot area. No pumps or ballerina style slippers.

If required, footwear must be able to accommodate the resident's orthotics.

ANNEX A

Overview How to Address Dissatisfaction and Concerns

INTRODUCTION

- All residents and/or their legal representative who think their rights have not been respected, who are not satisfied with the services they have received or who witness a situation of concern can report the situation or file a complaint.
- All complaints (dissatisfactions, concerns, or formal complaints) will be treated with respect, confidentiality and in a supportive manner. Bayview's aim is to find a solution that will afford satisfaction to the resident.
- Within the context of its Mission and Code of Ethics, Bayview is committed to offer the residents quality care and services that meet their needs, within the financial, material, and human resources available.

The rights of users of the health and social services network

The right to be informed:

- about your health;
- about the care available to you and its effects;
- about the services available in your community and how to access them;
- about any accidents that occurred while you were receiving services that may have consequences for your health;
- enough to be able to participate freely in decisions that concern you, such as accepting or refusing care or services.

The right to receive:

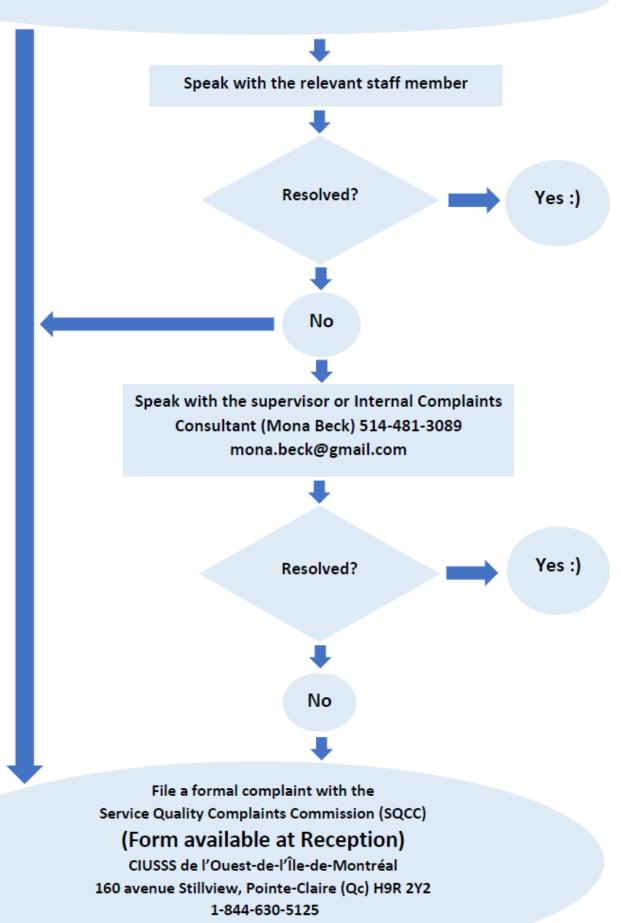
- personalized health and social services that are scientifically, humanly and socially appropriate;
- emergency care;
- services in English if you are an English-speaking user, as provided for in the access program for your region;
- end-of-life care.

The right to access information and to make different choices such as:

- consult your user record, which is confidential;
- choose the professional or institution that will provide you with the care and services you need;
- be supported, assisted or represented, if necessary, by the person of your choice.

The right to be treated with courtesy, fairness and in a safe manner, with respect for your dignity, autonomy and needs.

Dissatisfaction...



Commissariat.plaintes.comtl@ssss.gouv.qc.ca

ANNEX B

Dental Service

Basic dental services that residents may require are available for their convenience at Bayview Centre.

The following dentists have extensive experience in mobile dentistry and have the necessary portable equipment:

Dr. Hurley (specialized in care of dentures)

All dental fees are the responsibility of the resident and are payable directly to the dentists.

Dr. Hurley is the only dentists authorized to provide service on Bayview's premises as approved by the Conseil des Médecins, Dentistes et Pharmaciens (C.M.D.P.).

Should more information be required or to make an appointment, please consult the Clinical Coordinator on the floor.

ANNEX C

Guidelines for Managing Visitors with Disruptive Behaviours

Setting the scene

Employees, managers, and owners are sometimes confronted with a resident's family, loved one or representative (hereinafter referred to indiscriminately as "visitor" or "visitors") who display disruptive behaviours using various forms of communication (i.e.: in person, by phone, email or through a camera). During such occurrences, managers must have tools at their disposal to supervise and limit the visitors' right of access in order to ensure the respect, dignity, and safety of residents.

Considering that

- The CHSLD Bayview (the "Centre") is the home for its residents. Therefore, residents are entitled to have their privacy, integrity and safety respected at all times.
- The Centre has limited resources that must be shared equitably among all residents. To this end, the Centre strives to meet the needs of each resident by planning and organizing the staff's work.
- The Centre is not required to provide care that is deemed, after evaluation:
 - Not to be required by the resident, or
 - Is requested by the resident or visitor but the service/resource is not available at the Centre, or
 - Is not included in the Centre's leasing agreement.
- In documentation provided by the Centre to residents and their families, such as the Code of Ethics, it clearly states that the resident and visitors are provided services within the limits of the Centre and the resources available to it.
- The Quebec government aims at preventing harassment and violence in the workplace. Their policy specifically prohibits any form of discrimination, harassment, or violence, physical or verbal, towards the Centre's staff.
- The Centre's staff are competent, have received the necessary training to carry out their work in order to offer quality services to all its residents.

Thus, in situations where it is demonstrated that a visitor's behaviour is disruptive and likely to interfere with the fulfillment of the Centre's Mission, restrictive measures may be put in place. Moreover, in situations where such behaviour becomes intolerable, the Centre may go so far as to prohibit the presence of a visitor on the Centre's premises.

Examples of disruptive behaviour that may require intervention include:

- Lack of cooperation by a visitor to the point of interfering with the care of one or more residents (NB: Lack of cooperation does not automatically mean refusal of care, as only the resident or his/her legal representative can consent to or refuse care).
- Threats, verbal or physical, or other violent behaviour by a visitor towards the Centre's staff or management, a resident, or another visitor as:
 - Caregivers are entitled to a safe working environment, and
 - Clients are entitled to respect and dignity
- Visitors who challenge decisions made by doctors, caregivers, or other professionals without good reason.
- Visitors who request or act contrary to the Therapeutic Nursing Plan (TNP)
- Visitors who object, without valid reason, to the administration of medication or invasive care to a resident.
- Visitors who insist, without good reason, on implementing a control measure
- Visitors who disrupt the work of staff by calling several times a day.
- Visitors who remain in a resident's room while care is being provided and interfere with the smooth running of that care.
- Visitors who insult, raise their voice, shout or use profanity towards staff or the resident.
- Visitors who enter other residents' rooms uninvited.
- Generally speaking, a visitor whose behaviour interferes with the provision of care or services.
- Visitors who do not respect Quebec laws and regulations.
- Visitors who do not respect the Centre's Guiding Principles.
- Visitors who impose their presence at all hours of the day and night, disturbing the care and peace and quiet of residents.
- Visitors who sleep in a resident's room at night without authorization.
- Visitors who solicit a resident or employee for sales or services.

NB: The list above is not exhaustive.

Steps to follow in the event of disruptive visitor behaviour

- 1. Firstly, staff clearly and politely ask the visitor to stop the unwanted behaviour.
- 2. Then staff notifies and discusses the event with a manager, stating only the facts. The manager, in turn, takes notes during this discussion.

- 3. Additionally, as soon as the first signs of disruptive behaviour are exhibited by a visitor, a note must be charted in the resident's file by witnessing staff. All subsequent incidents and unacceptable behaviours must also be charted.
- 4. If the manager, after careful evaluation, comes to the conclusion that the reported facts constitute disruptive behaviour, they must meet with the resident, if he/she is apt, and ask him/her to tell the visitor to stop the unacceptable behaviour(s) or, if this is not possible or the visitor continues the unacceptable behaviour, meet with the visitor in question in the presence of a witness, to discuss the situation and to get his or her side. For this meeting, the manager should bring the notes taken during the discussion with staff that could include the team's comments, observations, and dissatisfactions. (*link to step 7*)
- 5. In addition, the manager must make an attempt to re-establish a relationship of trust with the visitor and to seek his or her cooperation. During this meeting, an action plan may be discussed to improve the situation. A resume of the meeting will be provided to the visitor:
- WARNING: It is important to check whether the resident is apt or not and whether he or she consents to the release of information from his or her medical file to the visitor. If the resident does not agree to the release of their information, this must be respected. Also, if the visitor does not have legal access to the resident's file, confidentiality of the resident's information must be respected, and only limited information can be given.
- 6. The manager gives the visitor a copy of the Code of Ethics as well as the coordinates of the Service Quality and Complaints Commissioner.
- 7. If the disruptive behaviour persists after a reasonable period of time, the manager requests a meeting between the resident, if suitable, the disruptive visitor, the resident's family, if applicable, the manager and staff members who were witnesses to the problematic behaviours or situations. If necessary, the Service Quality and Complaints Commissioner may also be invited.
- 8 During the meeting, an intervention plan with everyone's input should be created that:
 - Formulates clear and precise expectations on the part of the Centre and the resident.
 - Sets a deadline for correcting the problematic situation.
 - Explains the possible consequences if the situation does not improve.
 - A resume of the meeting will be provided to the visitor.

If no significant improvement is noted by the end of the meeting, the manager must follow the next steps:

- Identify a single contact person to whom the visitor should address all requests.
 This is usually a manager. This person makes regular appointments at set times with the disruptive visitor, for a limited period, to hear his or her requests and keep him or her informed of the resident's condition and the interventions carried out.
 A resume of each meeting will be provided to the visitor.
- 2. The manager meets with Centre staff to give the same instructions to all, i.e., to redirect the disruptive visitor to the designated person when he or she has requests to make. It's important to listen to employees' experiences and discuss the situation with them, while informing them of the actions to be taken. They need support throughout the process.
- If, despite all the interventions made, there is no significant improvement in the situation, or the situation worsens, the next steps should be made:
- 1. After several interventions have been tried, without success, and the documentation on the progression of events is up to date, a legal advisor should be consulted. This consultation should include a discussion of the need to resort to the courts in an attempt to resolve the problematic situation.
- 2. Examples of some of the restrictions the Centre can ask the courts to impose on the disruptive visitor may include:
 - Limiting access to the Centre including imposing specific visiting days and times
 of visits.
 - Obligating the visitor to notify staff of their presence on the unit during each visit.
 - Having an escort, named by the Centre, from the entrance of the Centre to the room of the resident they are visiting and back again. The visitor will also be obliged to remain in the resident's room throughout their visit.
 - Limiting or supervising communications between the disruptive visitor and Centre's staff.

In an extreme situation, it might be possible to ask the courts to ban a disruptive visitor from the Centre altogether, by means of an injunction. Notwithstanding the above, it should be noted that such a situation would only be justified for extremely serious situations, since it could have the effect of preventing any contact between a resident and a visitor.

In short, a manager may be justified in intervening when he or she observes disruptive behaviour on the part of a visitor.

- **Step 1:** Clear and exhaustive annotation of the facts in the resident's file must be done each time, noting the visitor's disruptive behaviour(s).
- **Step 2:** Meet with the disruptive visitor and attempt to obtain his or her cooperation.
- Step 3: Restrict and supervise the visitor's visits.
- **Step 4:** Use the courts to restrict the visitor's visits.

Finally, it should be noted that, barring exceptional circumstances, the situation will have to be managed by applying progressive measures. In addition, the facts and behaviours of the disruptive visitor should be recorded exhaustively in the resident's file, so that the visitor's right to visit can be limited or prohibited. What's more, each step will not only be documented, but a resume or letter describing the measures taken will be given to the visitor.

REFERENCE

Document inspired by "Balises visant à encadrer la présence de visiteurs présentant un comportement perturbateur" by Lyne Tremblay and Jennyfer Pouliot, Centre d'accueil Marcelle-Ferron and CHSLD Accueil du Rivage (2021).

C.H.S.L.D. Bayview

ANNEX D

Contact List

C.H.S.L.D. Bayview Inc. 27 Chemin du Bord du Lac Pointe Claire, Quebec H9S 4H1 Telephone: (514) 695-9384 Fax: (514) 695-5723

			Voice Mail
Administration Executive Director Finance Department	Rose Renzo Solen Heng	Ext. 240 Ext. 246	yes
Nursing Department Director of Nursing	Sylvie Simard	Ext. 260	yes
Clinical Coordinator	Afruz Mozaffari	Ext. 236	yes
Infection Prevention Clinician	Elke Fiebich Flores	Ext. 248	yes
Evening Coordinator	Samira Samanipour	Ext. 232	yes
Night Coordinator	Faribor Azari	Ext. 232	yes
Care Units	2 nd floor 3 rd floor 4 th floor 5 th floor	Ext. 231 Ext. 234 Ext. 235 Ext. 237	yes yes yes yes
Admissions	Amanda Vegh	Ext. 241	yes
Resident Services Director of Quality Programs &			
Resident Services	Johanne Watts	Ext. 229	yes
Clinical Nutrition	Mireille Guibord	Ext. 258	yes
Occupational Therapy	Tara Sloan	Ext. 247	yes

		Ī	Voice Mail		
Physiotherapy	Josée Nöel de Tilly Holli Drum	Ext. 244	yes		
Social Services	John Ryan Jo	Ext. 268	yes		
Therapeutic Recreation	Patricia Jones Kristina Walker	Ext. 226	yes		
Volunteer Services	Vanessa Seraspe	Ext. 253	yes		
Support Services					
Building &Technical Services	John Filippone	Ext. 266	yes		
Food Service Manager, Dietitian	Mary Lyroudias	Ext. 259	yes		
Director of Auxiliary Services	Melanie Torossian	Ext. 227	yes		
Medical Doctors	Dr. Anne Marie Dollois Dr. Emily Hecht Dr. Imgard Fruth	(Thursday (Tuesday (Monday a	a.m.)		

Visit our web site at www.chsldbayview.com