

2024-2028

CHSLD BAYVIEW
General Management

Centre Bayview
C.H.S.L.D. Bayview Inc.





Part 2 – Annual Organizational Objectives

Organizational objectives 2024-2028

Organizational objectives 2024-2025						
Strategic Focus	Objectives	Actions / deliverables	Initiated	Completed	Expected outcomes / notes	Person in charge
Resident, family and caregivers	Promote partnership between residents, families and caregivers	<ul style="list-style-type: none"> Representation of the Residents' Committee in the Long Term Care Quality Committee (LTCQC) 	2024	Completed - Fall 2024	<ul style="list-style-type: none"> One member of the Residents' Committee will be part of the LTCQC 	DQRS
		<ul style="list-style-type: none"> Have a new resident and/or respondent involved in the recruitment process 	2024	Completed – Fall 2024	<ul style="list-style-type: none"> Two residents/respondents are involved in the recruitment process for different positions 	DQRS
	Provide optimal care to residents, that is respectful of their needs, with a “milieu de vie” approach	<ul style="list-style-type: none"> Identify 3 main sources of dissatisfaction from the satisfaction survey and find ways to solve them and implement the solutions 	2024	Spring 2025	<ul style="list-style-type: none"> The implementation and communication of the Satisfaction Survey Action Plan will be improved 	DQRS
	Promote well-treatment (bienveillance)	<ul style="list-style-type: none"> Watch video capsules on well-treatment from the MSSS and complete two activities related to these capsules 	2024	Ongoing - Spring 2025	<ul style="list-style-type: none"> 30% of the staff will have completed the activities or watched the video capsules by March 31, 2025 	DQRS DON
Organizational objectives 2024-2025						
Strategic Focus	Objectifs	Actions / delivrables	Initiated	Completed	Expected outcomes / notes	Person in charge

Human ressources	Boost and maintain employee motivation	<ul style="list-style-type: none"> Conduct a pre-survey on employee motivation and well-being in the workplace, include suggestions 	2024	Ongoing - Spring 2025	<ul style="list-style-type: none"> 50% of the staff will have completed the survey Data analysis Action plan created and implemented 	OHSC
	Promote and ensure a respectful environment	<ul style="list-style-type: none"> Provide training on interpersonal communication, conflict resolution and respect in the workplace 	2024	Spring 2025	<ul style="list-style-type: none"> Awareness activities will be implemented on a monthly basis Reduction of reports on incivilities 	Coordinator of Education Committee / SMT
	Attract, support and develop empathic and competent employees and volunteers	<ul style="list-style-type: none"> Reflect our Bayview culture through strong HR Department 	2024	Ongoing - Winter 2025	<ul style="list-style-type: none"> Greater presence in Human Resources, 2 devoted in house staff 	SMT
		<ul style="list-style-type: none"> Implement a PAB integration program 	2024	Fall 2025	<ul style="list-style-type: none"> PABs will be trained as mentors and the program will be implemented 	HR ad hoc Committee
		<ul style="list-style-type: none"> Revise the probation evaluation for nurses 	2024	Fall 2025	<ul style="list-style-type: none"> Updated evaluation - better reflect employee's competences Better communication of the probation process 	DON Head Nurses
		<ul style="list-style-type: none"> Reinstate the skills booklet for RNs and LPNs 	2024	Ongoing - Winter 2025	<ul style="list-style-type: none"> The updated version of the skills booklet will be reinstated 	DON Head Nurses
		<ul style="list-style-type: none"> Provide training and raise awareness about dementia and meal assistance 	2024	Ongoing - Fall 2024	<ul style="list-style-type: none"> Training will be implemented by the DETF and resource from the CIUSSS to raise awareness among employees 	CN, VS Coordinator, Kinesiologist
		<ul style="list-style-type: none"> Empathy will be evaluated during interviews 	2024	Completed - Fall 2024	<ul style="list-style-type: none"> More evaluation questions re: empathy are asked 	HR Committee
	Preserve the Bayview culture	<ul style="list-style-type: none"> Organize a culture week (where does Bayview come from?, why did we adopt this 	2024	Ongoing - Spring 2025	<ul style="list-style-type: none"> A culture week will be organized during Long Term Care Week 	SMT

		culture and what can we do to preserve it?)			<ul style="list-style-type: none"> ● Promotion of the slogan 	
	Establish an official and active Human Resources Department	<ul style="list-style-type: none"> ● Designate 1 or more than 1 person in charge of Human Resources 	2024	Completed - Fall 2024	<ul style="list-style-type: none"> ● The Human Resources department is well established 	SMT
		<ul style="list-style-type: none"> ● Clarify the roles and responsibilities of the Human Resources Department 	2024	Ongoing - Summer 2025	<ul style="list-style-type: none"> ● Roles and responsibilities will be defined and understood ● Task descriptions have been reevaluated and updated and are available on the ERC 	SMT
		<ul style="list-style-type: none"> ● Communicate to all the staff the existence of the Human Resources Department 	2024	Completed - Fall 2024	<ul style="list-style-type: none"> ● Email 	CDG
	Help employees develop their full potential	<ul style="list-style-type: none"> ● Create new job descriptions for the positions that have been restructured 	2024	Spring 2025	<ul style="list-style-type: none"> ● In progress 	CDG

Organizational Objectives 2024-2025

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Excellence / Security/ Risk management	Safety and quality – top priority	<ul style="list-style-type: none"> Collaborate with Organizational Health and Safety Committee and the Risk Management Committee and share relevant information 	2024	Completed - Fall 2024	<ul style="list-style-type: none"> Members of OHS Committee participate in Safety Walks Members are on both committees 	OHSC + RMC
		<ul style="list-style-type: none"> Establish a Safety Walk program according to a checklist, a schedule, some criteria and a follow-up schedule 	Sept 2024	Completed - Summer 2024	<ul style="list-style-type: none"> The program and schedule have been implemented 	DAS
	Create an effective IT platform	<ul style="list-style-type: none"> Evaluate alternatives for Reassume Plus 	2024	Summer 2024	<ul style="list-style-type: none"> Situation is stable, Reassume Plus is functional, no need for an alternative. 	OHSC
		<ul style="list-style-type: none"> Medication Management 	2024	Fall 2025	<ul style="list-style-type: none"> A compatible software found, to be installed, budget pending 	Pharm + DON
		<ul style="list-style-type: none"> Upgrade phone system 	2024	Fall 2025	<ul style="list-style-type: none"> New cloud based system to be found and installed, budget pending 	AED
		<ul style="list-style-type: none"> Inquire about a digital system to manage inventory 	2024	Fall 2025	<ul style="list-style-type: none"> A compatible system will be found 	DAS
	Promote the use of best practices	<ul style="list-style-type: none"> Subscribe to publications regarding best practices in CHSLDs 	2024	Fall 2025	<ul style="list-style-type: none"> Subscription to academic publications 	AED / OT
		<ul style="list-style-type: none"> Promote networking within the AEPC 	2024	Completed - Summer 2024	<ul style="list-style-type: none"> Employees will be informed that if they have questions to ask the AEPC they can address them to their service director 	SMT
		<ul style="list-style-type: none"> PDSB (Principles of Moving Clients Safety) and Oméga training 	2024	Fall 2025	<ul style="list-style-type: none"> Internal instructor will be trained Training plan for all employees 	EEDC

	Develop effective communication tools	<ul style="list-style-type: none"> Create an internal quarterly newsletter for Bayview including audit results, welcoming of new employees, info on important activities organized by the Recreation team, recipes, quiz, etc. 	2024	On pause - Fall 2024	<ul style="list-style-type: none"> Procedure in place Newsletter is online and distributed 	DAS
		<ul style="list-style-type: none"> Use the ERC at full capacity 	2024	Winter 2025	<ul style="list-style-type: none"> The ERC will be the first page to open when launching the web navigator The updated version of the Strategic Plan will be published on the ERC 	DAS / AED
		<ul style="list-style-type: none"> Rationalize OT requests via Google Forms only 	2024	Completed - Fall 2024	<ul style="list-style-type: none"> Google Form will be created for equipment repair requests 	DQRS / OT
	Maintain the delivery of patient security and quality care as a top priority	<ul style="list-style-type: none"> Spot checks performed by MSSS (<i>visite de vigie</i>) to evaluate the storage of hazardous products related to Infection Prevention and Control (IPC) 	2024	Completed	<ul style="list-style-type: none"> In progress - Audit / verification system to be created Ensure follow-up with a the new IPC nurse 	IPC

Organizational Objectives 2024-2025

Strategic Focus	Objectives	Actions / deliverables	Initiated	Completed	Expected Outcomes / notes	Person in charge
Finance	Put in place a waste reduction program	<ul style="list-style-type: none"> Create a green ad hoc committee (5'Rs and compost) 	2024	Spring 2025	<ul style="list-style-type: none"> Creation of an ad hoc committee 	SMT
		<ul style="list-style-type: none"> Convert paper invoice and pay stubs to electronic documents 	2024	Completed -	<ul style="list-style-type: none"> Completed 	DFS

				Summer 2024		
	<ul style="list-style-type: none"> Provide ongoing training to review the manipulation of all equipment in order to minimize damages and maximize their life span (Tovertafel, Hoyer lifts, food trucks). 	2024	Fall 2025	<ul style="list-style-type: none"> Training sessions will be implemented Staff participation 	TSM	
	<ul style="list-style-type: none"> Reduce food waste, quarterly review of snacks, study on plate waste 	2024	Spring 2025	<ul style="list-style-type: none"> Procedures developed and implemented for waste reduction 	FSM	
Create a financial plan to ensure the modernization of the building's structure and equipment	<ul style="list-style-type: none"> Create a spread sheet for preventive maintenance of equipment and infrastructure rehabilitation data 	2024	Winter 2025	<ul style="list-style-type: none"> Create and implement a prevention program and a chart 	OT, PT, TSM	
Conduct a quarterly review of the budgets for all services	<ul style="list-style-type: none"> Organise quarterly meetings with financial services and clinical hours 	2024	Completed - Fall 2024	<ul style="list-style-type: none"> A consultant will support the Director of Financial Services 	FSM, TR Coordo, nursing, TSM, OT, DFS	
Collaborate with Bayview's Auxiliary	<ul style="list-style-type: none"> Revise and finalize the Auxiliary's mandate 	2024	Winter 2025	<ul style="list-style-type: none"> Define the duration of the members of the committee's mandate 	AED	
	<ul style="list-style-type: none"> Improve communication between the Auxiliary and the administration 	2024	Completed - Fall 2024	<ul style="list-style-type: none"> Have a member of the management committee participate to all the meetings 	AED	
	<ul style="list-style-type: none"> Ensure the approval of the Auxiliary's activities in collaboration with SMT 	2024	Summer 2025	<ul style="list-style-type: none"> Approval and collaboration of SMT for fundraising activities Activities announced on the website 	AED	

	Develop an effective cost management system	<ul style="list-style-type: none"> Transfer funds from the rental account to the Auxiliary 	2024	Summer 2025	<ul style="list-style-type: none"> Reporting 	AED / DFS
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Other items to consider for the for next few years plans:

<ul style="list-style-type: none"> Renovation of the nursing stations Computerize residents' clinical records Computerize the PM program Video project "Partners in Care" Develop computer system support 	<ul style="list-style-type: none"> Review the medication distribution system Inclusion chart Reminder on harmonious and respectful relations Code of Ethics Switch to the electronic version of the Form AH-223 instead of the paper version
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Acronyms:

<ul style="list-style-type: none"> AED = Assistant to the Executive Director DAS = Director of Auxiliary Services DETF = Dining Experience Task Force DFS = Director of Financial Services DON = Director of Nursing DQRS = Director of Quality Programs and Resident Services ERC = Employee Resource Centre FSM = Food Services Manager 	<ul style="list-style-type: none"> IPC = Infection and Prevention Control LTCQC = Long Term Care Quality Committee OHSC = Occupational Health and Safety Committee RC = Residents' Committee RMC = Risk Management Committee SMT = Senior Management Committee TSM = Technical Services Manager WN = What's New
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