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Quadrant: Resident Focus

1. Admissions / Discharges

A) Admissions Profile

- Demographics of Bayview residents

(Source: 4781-AS-478)

Age Group	Admissions		Discharges (transfer/death)	
	2025/2026 to date	**2024/2025**	**2025/2026 to date**	**2024/2025**
0-24 years	**0**	0	**0**	0
25-34 years	**0**	0	**0**	0
35-44 years	**0**	0	**0**	0
45-54 years	**0**	0	**0**	0
55-64 years	**0**	1	**0**	0
65-69 years	**0**	2	**0**	0
70-74 years	**0**	0	**0**	1
75-79 years	**1**	2	**1**	0
80-84 years	**1**	3	**1**	3
85-89 years	**0**	6	**2**	6
90 years or more	**5**	10	**3**	14
Totals	**7**	24	**7**	24

Quadrant: Resident Focus (cont'd)

B) Resident Turnover

(Source: Admissions department)

	Q1	Q2	Q3	Q4	Total 2025/2026
# of Residents Discharged	7	0	0	**0**	**7**
# of Residents Admitted	7	0	0	**0**	**7**

2. Resident Satisfaction

Result of the General Satisfaction Survey -- All Residents; every 4 years
(Source: DQRS -- Bayview Resident Satisfaction Survey Report)

Target over 75%

Year	Number of Survey Responses	Overall Satisfaction Rate
2022	**55/124 (in-house survey)**	**87%**
2018	54/120 (in-house survey)	88%
2014	54/120 (in-house survey)	86%

Results of the Annual Resident Satisfaction Survey -- New admissions
(Source: DQRS-Bayview Resident Satisfaction Survey Report)

Target over 75%

Year	Number of Survey Responses	Overall Satisfaction Rate
2025	**20/24**	**83,3%**
2024	25/42	89,6%
2023	20/43	81%

Quadrant: Resident Focus (cont'd)

3. Formal Complaint / Mistreatment Reports (Source: SQCC)　　(Target: 0)

Report Type	Q1	Q2	Q3	Q4	To date 2025/2026	Total 2024/2025	Total 2023/2024
Formal Complaints to SQCC: (Dissatisfaction with care or services/violation of rights)	0	0	0	0	0	1	0
Founded	0	0	0	0	0	1	0
Unfounded	0	0	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**	**1**	**0**
Assistances by SQCC: (Facilitation to have a concern addressed)	0	0	0	0	0	0	2
Total	**0**	**0**	**0**	**0**	**0**	**0**	**2**
Reports of mistreatment of residents: (Violence/neglect that causes harm or distress)	0	0	0	0	0	0	0
Founded	0	0	0	0	0	0	0
Unfounded	0	0	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**

4. Ethical Issues

Total number of times the formal consultation process was applied to address an ethical issue (Source SMT)

Year	# to date
2025/2026	**0**
2024/2025	1

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Quadrant: Internal Processes - Clinical Programs

1. Restraint Use

Overall use of restraints and by type, as per the established minimal use protocol

(Source: Nursing Department Restraint Data) **(Target: less than 5%)**

<u># of residents using the specific restraint type</u>

      # of residents (128)

A) % of Residents Using Physical Restraints (excluding AEAB)

Year	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13
2025/2026	0.00%	0.00%	0.00%	0.00%									
2024/2025	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2%	2%	2.30%	2.30%	2.30%
2023/2024	3.10%	2%	2%	2%	0,7%	0,7%	2,3%	2,3%	2,3%	2,3%	2,3%	2,3%	2.30%

B) % of Residents Using AEAB (anti-elopement alarm bracelet)

Year	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13
2025/2026	11.70%	10.10%	10.10%	10.10%									
2024/2025	5.40%	5.40%	5.40%	5.40%	6.20%	6.20%	7.80%	8.50%	9.30%	9.30%	8.59%	9.30%	9.30%
2023/2024	7.80%	7.00%	6.20%	6,20%	6,2%	5,4%	5,4%	5,4%	5,4%	5,4%	5,4%	6,2%	5.40%

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Quadrant: Internal Processes - Clinical Programs (cont'd)

2. Compliance to Restraint Protocol

Rate of compliance to the required procedure of safety checks and sign off **(Target : Improve by 10% per audit)**

(Source: Nursing Department – Audit using Management Grid for the Use of Restraints)

<u># of flow sheets that indicate compliance</u>

        # of flow sheets audited

	# flow sheets in compliance			# audited flow sheets			% 2025			% 2024			% 2023		
	Night	Day	Eve	Night	Day	Eve	Night	Day	Eve	Night	Day	Eve	Night	Day	Eve
Audit 1 (May 2025)	4	4	4	5	5	5	80%	80%	80%	60%	80%	60%	100%	75%	50%
Audit 2 (November 2025)										50%	67%	100%	100%	75%	100%

Quadrant: Internal Processes - Clinical Programs (cont'd)

3. High Volume Medication Use

% of residents that use greater than 9 different, regular medications (excluding: laxatives/eye drops/vitamins/ creams)

(Source: Nursing Department - DON) **(Target: 15% or less)**

<u># of residents who take more than 9 medications as indicated above</u> (evaluated per period)

# of residents (128)

Period	# of residents using more than 9 medications	% 2025/2026	% 2024/2025	% 2023/2024
Q1 & Q2 **(October 2025)**			21,09%	24,22%
Q3 & Q4 **(March 2026)**			21,87%	27,34%

4. Documentation

Rate of compliance to the standards of nursing documentation in resident's file.

(Source: Nursing Department -- Audit of charts)   **(Target: 80% or greater)**

<u> # of files with proper documentation</u>

# of resident files audited

	# of files in compliance	# audited files	% 2025/2026	% 2024/2025	% 2023/2024
Audit 1 **(July 2025)**	26	32	81.00%	84.00%	59.00%
Audit 2 **(January 2026)**				84.00%	75.00%

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Quadrant: Internal Processes - Risk and Safety

1. Incident/Accident Report Data (per quarter of fiscal year)
(Source: Risk Management Committee - Event Report Summary)

A) Total Declared Events

	Q1	**Q2**	**Q3**	**Q4**	**To date 2025/2026**	**Total 2024/2025**	**Total 2023/2024**
Total Events:	178				**178**	451	503
Accidents (consequences) (E1 – F)	120				**120**	246	285
-Minor (E1)	117				**117**	237	276
-Major (E2)	2				**2**	6	6
-Major (F)	1				**1**	2	2
Sentinel Events (G – I)	0				**0**	0	0
Accidents (no consequences) (C & D)	55				**55**	153	194
Incidents (A & B)	3				**3**	31	24

Quadrant: Internal Processes - Risk and Safety (cont'd)

B) # of Events by Type

Type of Event	Current	Last Year	Current	Last Year	Current	Last Year	Current	Last Year	To date 2025/2026	Total 2024/2025	Total 2023/2024
	Q1		Q2		Q3		Q4				
Falls	52	40		32		44		32	**52**	148	197
Medication errors	11	17		13		13		14	**11**	57	32
Other Clinical Events	1	11		6		3		1	**1**	21	13
Diagnostic Tests	0	0		0		0		0	**0**	0	0
Material/Equipment	0	0		0		0		1	**0**	1	3
Abuse/Aggression	0	0		0		0		0	**0**	0	4
Other	106	55		44		43		62	**106**	204	246
-Injury of known origin	4	7		3		7		5	**4**	22	30
-Injury of unknown origin	93	41		30		31		55	**93**	157	179
-Newly acquired pressure sore (Stage II or more)	0	0		0		0		0	**0**	0	4
-Restraint related	0	0		0		0		0	**0**	0	0
-Misc	9	7		11		5		2	**9**	25	34

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Quadrant: Internal Processes - Risk and Safety (cont'd)

C) Number of Reported Events Related to Falls

	Q1	Q2	Q3	Q4	To date 2025/2026	Total 2024/2025	Total 2023/2024
Total # of Falls	52				52	148	197
Flagged as frequent fall events	1				1	1	11
Total # of different residents who fell	39				39	111	108
Falls with severe consequence (E2-I)	0				0	0	5

D) Number of Reported Events Related to Medication Errors

	Q1	Q2	Q3	Q4	To date 2025/2026	Total 2024/2025	Total 2023/2024
# of Medication Errors	11				11	57	32
Errors with Consequence (Severity of E1 or Greater)	1				1	2	0

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Quadrant: Internal Processes - Risk and Safety (cont'd)

E) Medication Errors By Type

Type	Q1	Q2	Q3	Q4	To date 2025/2026	Total 2024/2025	Total 2023/2024
1.Wrong Medication	1				0	2	3
2.Wrong Time	0				0	2	0
3.Wrong Dose	1				1	12	8
4.Wrong Resident	0				0	0	0
5.Omission	4				4	18	8
6.Transcription	0				0	1	2
7.Disc./Given	0				0	0	0
8.Patch	3				3	2	3
9.Other	2				2	15	8
Total	11				11	49	32

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Quadrant: Internal Processes - Risk and Safety (cont'd)

2. Infection Rates (Source: Nursing Department - Infection Control Binder)

A) Infections   #of reported infections / # of residents (128)

Year	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13
2025/2026	**9%**	**13%**	**7%**	**11%**									
2024/2025	7%	9%	6%	13%	12%	16%	30%	23%	15%	22%	19%	9%	19%
2023/2024	9%	10%	20%	11%	8%	7%	18%	23%	15%	27.00%	18%	28%	56%

*P7: the report indicates an increase in URI (Upper Respiratory Infection) cases

B) Number of Infections by Type (per quarter of fiscal year)

Type	Q1	Q2	Q3	Q4	To date 2025/2026	Total 2024/2025	Total 2023/2024
UTI	19				**19**	62	75
URI	11				**11**	45	76
Pneumonia	2				**2**	16	24
Rashes	1				**1**	18	N/A
Infected Wounds	13				**13**	19	N/A
Eyes/Feet	2				**2**	12	N/A
Ear	2				**2**	5	N/A
C-difficile	0				**0**	3	N/A
COVID	0				**0**	24	N/A
Others	2				**2**	25	N/A
TOTAL	52	0	0	0	**52**	229	175

Quadrant: Internal Processes - Risk and Safety (cont'd)

3. Resident Vaccination Rate

- % of residents who receive vaccination (Source: Nursing Department - Infection Control Bi

- <u># of residents vaccinated</u>   <mark>Target: 75% or greater</mark>
         # of residents (128)

Year	% influenza	% pneumovax	%6th COVID	%7th COVID	%8th COVID	%9th COVID	%10th COVID	RSV	Shingles
2025/2026	N/A	11%	N/A	N/A	N/A	N/A	70%	N/A	2%
2024/2025	87%	0%	76%	62%	75%	79%	N/A	85%	97%
2023/2024	89%	39%	80%	14%	N/A	N/A	N/A	N/A	N/A

4. Emergency Drills (Source: Technical Services Manager)

 # of Drills (Target: one drill type per quarter / *one Code Green per year per shift)

Period	Code Red	Code Yellow	Code White	Code Green	To date 2025/2026	Total 2024/2025	Total 2023/2024
Q1	0	0	1	0	**1**	0	0
Q2	0	0	0	0	**0**	0	0
Q3	0	0	0	0	**0**	0	1
Q4	0	0	0	0	**0**	0	2
Total	**0**	**0**	**1**	**0**	**1**	0	3

Shift	Code Red	Code Yellow	Code White	Code Green	To date 2025/2026
Day	0	0	0	0	**0**
Evening	0	0	1	0	**1**
Night	0	0	0	0	**0**
Total	**0**	**0**	**1**	**0**	**1**

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Quadrant: Finance

1. Employee Education

A) Employee Education Rate
 - % of paid education hours
 (Source: Payroll Department /AS471)

Year	# Of Paid Education Hours	# Of Total Paid Hours	%
2025/2026 to date	**572**	**103 897**	**0,55%**
2024/2025	4414,33	331 600	1,33%
2023/2024	4961,8	307 246	1,61%

B) Education Costs
 - % of costs for education
 (Source: Finance Manager)

Year	Total Cost of Education	Total Salary Cost	%
2025/2026 to date	**26 337**	**4 050 076**	**0,65%**
2024/2025	145 377,39	12 219 514,6	1,79
2023/2024	139,995	10464.178	1,34

Quadrant: Finance (cont'd)

2. Salary Insurance Hours

- % Salary Insurance Hours

(Source: Finance Manager)

Year	# of Salary Insurance Hours	# of Worked Hours	%
2025/2026	**6420**	**103 897**	**6.18%**
2024/2025	15 645,7	331 600	4.72%
2023/2024	19 424	307 246	6.32%

3. CNESST

- CNESST Information and Cost Rates

(Source: Adminstration - CNESST Reports)

Calendar Year	# of CNESST Accidents	# of CNESST Accidents with costs over 3,200	CNESST Bayview Rate/CNESST Unit Rate (59030)
2025/2026 to date	**6**	**3**	**N/A**
2024/2025	**12**	**12**	**N/A**
2023/2024	12	12	N/A

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Quadrant: Work Life

1. Employee Vaccination (Source: Nursing Department - Infection Control Binder)   (Target: 50% or greater)

 - % of employees who receive influenza vaccination

-   # of Employees Vaccinated (Influenza)

 # Employees (total)

Year	% Influenza	% COVID
2025/2026	**N/A**	**N/A**
2024/2025	16%	2%
2023/2024	23%	29%

2. Annual Performance Evaluation Completion Rate (Source: Service Directors) Target: (90% or greater)

-   % of completed annual performance evaluations

-   # of completed performance evaluations

 # of permanent employees in the service area

	# of permanent posts	# of completed evaluations	% 2025/2026	% 2024/2025	% 2023/2024
Nursing Service				98%	89%
Resident Services				100%	100%
Support Services:					
-Housekeep/Laundry				77%	N/A
-Kitchen				N/A	N/A
-Maintenance				50%	N/A
-Reception				100%	N/A
Administration				66,7%	N/A

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Quadrant: Work Life (cont'd)

3. Volunteer Contribution
 - Total Hours Contributed

   (Source: Volunteer Department Statistics) **(Target: 2% or less)**

Year	Total Hours
2025/2026	
2024/2025	7024
2023/2024	6799

4. Overtime Use
 - % of Hours in Paid Overtime **(Target: 2% or less)**

   (Source: AS471)

Year	# of Hours Overtime	Total Paid Hours	%
2025/2026 to date	2971	103 897	2.60%
2024/2025	9039	331 600	3%
2023/2024	9246	307 246	3.00%

5. Employee Assistance Program Use
 - Employee requests made for service

(Source: EAP Provider Report)

Period	# of employees requesting services	To date 2025/2026	Total 2024/2025	Total 2023/2024
Q1 & Q2	0	0	9	6
Q3 & Q4	0	0	15	0
Total	0	**0**	24	6

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Quadrant: Work Life (cont'd)

6. Work-related Accident Event Reports (Source: OHS Committee)

- Total number of work-related accident events by type

	Q1	Q2	Q3	Q4	To date 2025/2026	Total 2024/2025	Total 2023/2024
1. No injury	3				**3**	16	0
2. Musculo-skeletal	14				**14**	23	50
3. Bruise/cut/scrape	0				**0**	5	8
4. Needlestick	0				**0**	0	0
5. Burn	0				**0**	2	0
6. Other	0				**0**	2	2
Lost time events	0				**0**	0	0
Total	17				**17**	48	60

7. Workplace Violence (Source: Adminstration)

- Total number of reports made

WPV Classification	Q1	Q2	Q3	Q4	To date 2025/2026	Total 2024/2025	Total 2023/2024
Type 1 (Criminal Intent) Perpetrator has no relationship to the workplace	0				**0**	0	0
Type 2 (Client) Resident, family member or visitor becomes violent towards an employee	0				**0**	0	0
Type 3 (Employee) Perpetrator is an employee or past employee of the workplace	0				**0**	0	0
Type 4 (Personal Relationship) Perpetrator has a personal relationship with the employee (domestic violence)	0				**0**	0	0
Total	0				**0**	0	0

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Quadrant: Work Life (cont'd)

8. Employee Grievance Rate
 - Total # of grievances made

(Source: Executive Director)

To Date 2025/2026	Total 2024/2025	Total 2023/2024
	2	4

9. Employee Departure
 - Total # of employees who departed after period of probation

(Source: Payroll Department)

Reason for departure	Total to date 2025/2026	Total 2024/2025	Total 2023/2024
Other employment	4	16	32
Retirement	6	7	3
Other*	1	5	0
Termination	2	9	11
Total	13	37	46

* = arrêt de travail, fin du contrat, termination during probation