2024-2028

CHSLD BAYVIEW
General Management

Part 2 – Annual Organizational Objectives

Organizational objectives 2024-2028

Organizational Objectives 2025-2026						
Strategic Focus	**Objectives**	**Actions / deliverables**	**Initiated**	**Completed**	**Expected outcomes / notes**	**Person in charge**
Resident, family and caregivers	Provide optimal care to residents, that is respectful of their needs, with a "milieu de vie" approach	• Identify 3 main sources of dissatisfaction from the satisfaction survey and find ways to solve them and implement the solutions	2024	Completed - Summer 2025	• **The implementation and communication of the Satisfaction Survey Action Plan will be improved**	DQRS
	Promote well-treatment (bientraitance)	• Watch video capsules on well-treatment from the MSSS and complete two activities related to these capsules	2024	Completed and ongoing - Spring 2026	• **60% of the staff have completed the activities or watched the video capsules by March 31, 2026 (43,6% have completed by March 31, 2025)**	DQRS DON
	Promote inclusion of sexual and gender diversity	• Training and presentation of videos from Fondation Émergence • Create inclusion chart to support LGBTQIA2S+ residents and staff	2025	Fall 2025	• **Training will be offered in Fall 2025 to all staff re: sensitization to realities of LGBTQIA2S+** • **Chart will be deployed and communicated to staff, residents and families**	DQRS
Organizational Objectives 2025-2026						
Strategic Focus	**Objectifs**	**Actions / delivrables**	**Initiated**	**Completed**	**Expected outcomes / notes**	**Person in charge**

Human resources	Boost and maintain employee motivation	• Pre-survey completed with analysis and action plan	2024	In progress - Fall 2025	• **Data analysis** • **Action plan created and implemented**	OHSC
	Promote and ensure a respectful environment	• Provide training on interpersonal communication, conflict resolution and respect in the workplace	2024	Fall 2025	• **Reduction of reports on incivilities** • **Training will be offered during 2025-2026 Education Days**	Coordinator of Education Committee / SMT
	Attract, support and develop empathic and competent employees and volunteers	• Implement a PAB integration program	2024	Winter 2026	• **PABs will be trained as mentors and the program will be implemented**	HR ad hoc Committee
		• Reinstate the skills booklet for RNs and LPNs	2024	Completed Summer 2025	• **The updated version of the skills booklet will be reinstated**	DON Head Nurses
	Update code of ethics	• Revision of code of ethics	2025	Completed & in progress - Fall 2025	• **Boards at reception updated** • **Communication to be deployed to staff, residents and families** • **Related documents to be updated**	SMT

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Organizational Objectives 2025-2026

Strategic Focus	Objectives	Actions / delivrables	Initiated	Completed	Expected outcomes / notes	Person in charge
Excellence / Security/ Risk management	Create an effective IT platform	● Medication Management	2024	Fall 2026	● **A compatible software found, to be installed, budget pending**	Pharm + DON
		● Upgrade phone system	2024	Winter 2026	● **New cloud based system to be found and installed, pending appropriate infrastructure**	AED
	Promote the use of best practices	● PDSP (Principles of Moving Clients Safety) and Oméga training	2024	Fall 2025 Winter 2026	● **Internal instructors will be trained** ● **Training plan for all employees**	EEDC
	Develop effective communication tools	● Use the ERC at full capacity	2024	Fall 2025 Completed Completed	● **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** ● **Relevant documents shared on the cafeteria screen**	DAS / AED
	Maintain the delivery of patient security and quality care as a top priority	● Ongoing preparations for on site Accreditation Canada visit	2024	Ongoing-Fall 2025	● **Staff aware of responsibilities and requirements** ● **Communications deployed** ● **Criteria met**	DQRS

Organizational Objectives 2025-2026

Strategic Focus	Objectives	Actions / delivrables	Initiated	Completed	Expected Outcomes / notes	Person in charge

Finance	Put in place a waste reduction program	● Create a green ad hoc committee (5'Rs and compost)	2024	Fall 2025	● **Creation of an ad hoc committee**	SMT
		● Provide ongoing training to review the manipulation of all equipment in order to minimize damages and maximize their life span (Hoyer lifts, food trucks).	2024	Completed Ongoing - Winter 2026	● **Video has been developed for food trucks** ● **Training sessions will be implemented for others** ● **Staff participation**	TSM
		● Reduce food waste, quarterly review of snacks, study on plate waste	2024	Fall 2025	● **Procedures developed and implemented for waste reduction**	FSM
	Create a financial plan to ensure the modernization of the building's structure and equipment	● Create a spread sheet for preventive maintenance of equipment and infrastructure rehabilitation data	2024	In progress - Fall 2025	● **Create and implement a prevention program and a chart**	TSM
	Collaborate with Bayview's Auxiliary	● Restructure and relaunch of the Bayview Auxiliary	2024	In progress - Fall 2025	● **Define the duration of the committee members mandate** ● **New structure to be established**	AED
	Develop an effective cost management system	● Transfer funds from the rental account to the Auxiliary	2024	Completed - Summer 2025	● **Letter added to pre-admission package**	AED / DFS

Other items to consider for the for next few years plans:

● Renovation of the nursing stations ● Computerize residents' clinical records ● Computerize the PM program ● Uniformization of Performance Evaluation Tools	● Review the medication distribution system ● Installation of terminals for electrical vehicles ● Video project "Partners in Care" ● Family and management "Meet and Greet"

Acronyms:

● AED = Assistant to the Executive Director	● IPC = Infection and Prevention Control
● DAS = Director of Auxiliary Services	● LTCQC = Long Term Care Quality Committee
● DETF = Dining Experience Task Force	● OHSC = Occupational Health and Safety Committee
● DFS = Director of Financial Services	● RC = Residents' Committee
● DON = Director of Nursing	● RMC = Risk Management Committee
● DQRS = Director of Quality Programs and Resident Services	● SMT = Senior Management Committee
● ED = Executive Director	● TSM = Technical Services Manager
● ERC = Employee Resource Centre	● WN = What's New
● FSM = Food Services Manager	