

Quality Improvement Plan (QIP)

Narrative

April 2025

OVERVIEW

About Yee Hong Centre

Yee Hong is one of the largest not-for-profit senior care organizations in the country, delivering high-quality, culturally appropriate services to Chinese and other seniors since 1994. Operating 805 long-term care home beds, a wide range of community support and housing services, and a hospice residence, Yee Hong annually serves more than 15,000 individuals across the Greater Toronto Area – in Mississauga, Scarborough, and York Region.

With a vision of seniors living their lives to the fullest, with independence, health and dignity, Yee Hong provides a full continuum of culturally appropriate services and care for seniors living in any setting to optimize their physical, mental, psycho-social, and spiritual well-being. Yee Hong also builds organization and system capacity for high quality, inclusive, and integrated services, and care.

Yee Hong Centre has once again demonstrated its commitment to excellence by actively participating in the 2022 Accreditation process. This comprehensive evaluation encompassed all four Yee Hong long-term care centers and the Community & Professional Services division program. As a result of the organization's dedication, high quality standards, Yee Hong was granted Accreditation Canada Exemplary Standing for the period from 2022 to 2026.

Exemplary Standing is the highest possible designation awarded by Accreditation Canada. It signifies that an organization has gone beyond the requirements of the accreditation program and demonstrates excellence in quality improvement. This prestigious recognition highlights Yee Hong's continuous efforts to improve the quality of care, safety, communication, and overall delivery of services.

Notably, Yee Hong has consistently achieved the highest accreditation standing of EXEMPLARY since the accreditation process began in 2000, showcasing their unwavering commitment to excellence. This status is a testament to the hard work and dedication of everyone involved.

With approval from the Government of Ontario to operate additional long-term care beds, Yee Hong is in the construction phase of building a new 224-bed long-term care centre near the current Yee Hong Finch Centre. This will increase Yee Hong Centre's total operating LTC Beds to 1,029. The new centre will help address Yee Hong's current multi-year waitlist and increase access to culturally appropriate services to support the community's increasing needs.

About Yee Hong Peter K. Kwok Hospice

Yee Hong Peter K. Kwok Hospice (Yee Hong Hospice) is a 10-bed hospice residence with a comfortable, home-like environment for residents and families requiring palliative, end-of-life care. Yee Hong Hospice is the first and only hospice residence in Scarborough, which opened in November 2020 and is co-located at Yee Hong's Scarborough Finch long-term care centre. Yee Hong Hospice is committed to providing optimum living for appropriate individuals approaching the end of their life journey, with love, compassion, dignity, and beauty. The hospice provides person-centred care to optimize the quality of life for individuals facing a life-limiting illness.

Yee Hong Hospice serves any individual who meets admission criteria, but primarily, hospice residents are from Scarborough and surrounding communities including Ajax, Pickering, Markham, Stouffville, and Toronto areas. Scarborough is home to many languages and ethno-cultural communities. Yee Hong Hospice embraces this rich diversity and offers culturally and linguistically appropriate services to various ethnic groups.

Effective symptom management is crucial at Yee Hong Hospice. In palliative care, addressing symptoms is key to improving the quality of life for individuals with serious life-limiting illnesses. By alleviating these symptoms, it helps residents experience comfort and dignity in

their final days and allow them and their families to focus on meaningful moments together.

In addition to end-of-life care, Yee Hong Hospice staff and physicians are committed to engaging with residents and their families, providing compassionate care and emotional support throughout the hospice journey. The interprofessional team is specially trained in providing palliative care, and champions personalized, resident and family-centered care. The team offers grief support and resources to assist families and staff navigating the emotional challenges of end-of-life care. By focusing on the well-being of residents, families and the care team, Yee Hong Hospice creates a compassionate and holistic environment for all involved.

Quality Improvement Model at Yee Hong

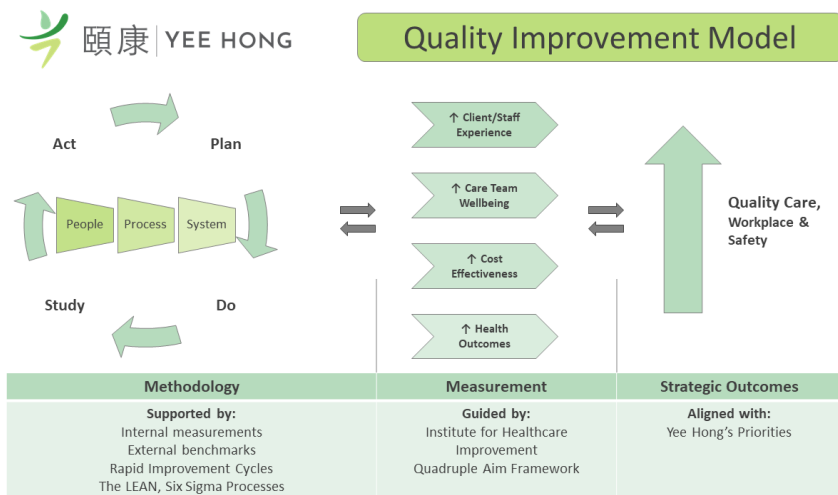
Yee Hong is committed to continuous quality improvement. Each year, divisions engage in quality improvement and safety initiatives to meet or exceed the needs of clients, residents, families, and staff. Yee Hong's Quality Improvement (QI) Model guides the development, monitoring, and planning of quality improvement and management activities.

The QI Model depicts quality improvement as an integrated and continuous process that will be adjusted according to outcomes meaningful to Yee Hong's strategic directions and goals. It is based on four principles: evidence-based, person-centred, provider-informed, and corporate and system aligned.

Supported by analytical processes and annual surveys results, Yee Hong has determined a strong correlation between (a) employee engagement and employee satisfaction; and (b) employee satisfaction and client/resident and family experience. Furthermore, Yee Hong has identified key factors that may serve to forecast the level of job satisfaction for various groups of employees. Guided by these

findings, Yee Hong incorporates the well-established and proven Institute for Healthcare Improvement QI processes and the Quadruple Aim Framework to ensure that Yee Hong's quality improvement, client/resident safety and employee engagement initiatives will positively impact health outcomes, client/resident and family experience, cost effectiveness and interprofessional care team well-being.

The following diagram provides a visual depiction of Yee Hong's QI Model and its components:



ACCESS AND FLOW

The intake process is based on timely review of referrals within 36 hours of regular business hours. Referrals are prioritized based on set

admission criteria and priority of needs. The intake assessment that also follows in a timely manner, is done virtually or via phone to establish a warm first contact with the prospective resident and their family. The assessment comprises of a series of questions to better understand the individual's baseline prior to prospective admission. These questions include medical history, physical symptoms, and social history. These questions assist in determining the Palliative Performance Scale and whether the individual meets the Hospice admission criteria.

Gathered information helps the intake team prioritize admission of individuals based on symptom burdens, social supports, and individual wishes. During the intake assessment, families are made aware of Yee Hong's Policy for Length of Stay and purpose of Hospice Care with a focus on comfort and non-invasive medical management. Active care management and clinical interventions such as cardiopulmonary resuscitation (CPR), feeding tube, intravenous therapy (IV) hydration and transfusions are not offered at the Hospice.

After the intake assessment, each referral is carefully reviewed and discussed among the team for a potential bed offer. Once a bed is offered and accepted by the individual or family, the intake team will provide communication related to admission date, preparations, and procedure for transfer to the Hospice. Occasionally, the Hospice may encounter family declining the bed offer due to readiness of Hospice transfer or continued active goals of care. In these situations, the intake team will provide Hospice Contact information for future bed need. A team of interprofessional staff is ready to welcome the resident in accordance with the admission criteria and consent to hospice admission.

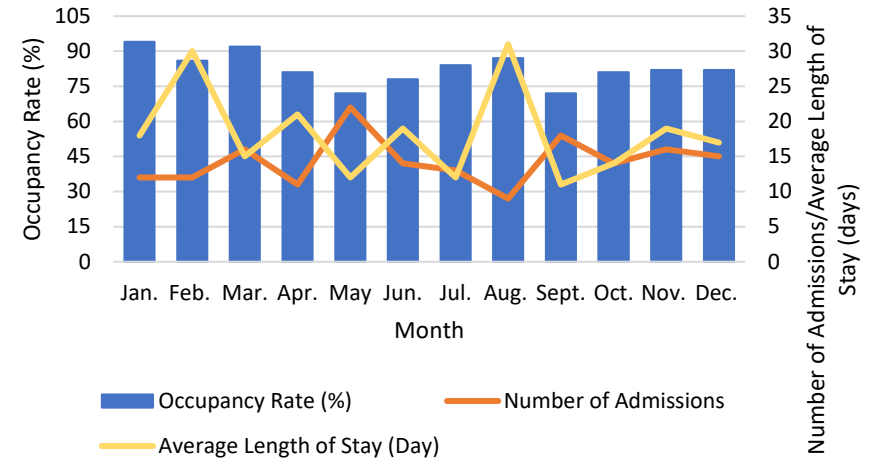
Since the hospice opened in November 2020, the number of referrals has increased by 97%. In 2024, a total of 513 referrals or an average

of 10 new referrals a week were received. The number of admissions has also increased by 59% since Yee Hong's opening. In 2024, there were 172 residents served. While the number of residents served remains high and referrals steady, the average length of stay for a resident is only about two weeks. The hospice's priority is to offer care to clients requiring crisis management and end-of-life care, a high turnover rate of beds is inevitable, which lead to fluctuations in occupancy rates. At times, residents may stabilize and approach the three-month length-of-stay policy. In such cases, the community coordinator will be notified, and an assessment date will be scheduled. The assessment will determine the necessary arrangements required to support the resident's condition and transition back home. Longer stays can impact bed availability and bed flow, therefore, impacting the occupancy rate. Likewise, a shorter length of stay or increased number of admissions may lower the occupancy rate, increase operational strain on the direct care staff and workload for staff within the intake, admission and discharge process following a resident's passing.

Within the current clinical team (physicians and nurses) capacity, Yee Hong Peter K. Kwok Hospice can only accommodate a maximum of two admissions per day during regular business hours. Depending on the resident's case and urgency of the situation, resident's may also be admitted on Saturdays.

As the only 10-bed residence hospice in Scarborough, the hospice is a core member of the Scarborough Health Network (SHN) Palliative group, member of Hospice Palliative Care Ontario (HPCO) group and work in partnership with the community to enhance services in palliative care.

Correlation between Occupancy Rate, Number of Admissions and Average Length of Stay in 2024



EQUITY AND INDIGENOUS HEALTH

Fundamentally, one of the purposes of Yee Hong as an organization is to address the lack of culturally appropriate services in the long-term care, community and hospice/palliative care sectors that lead to inequitable access to quality services for East Asian and other ethnic minority seniors in the Greater Toronto Area. Since its inception, Yee Hong has been a leader, driven by its mission to offer a full continuum of culturally appropriate services and care for seniors living in the home and community, long-term care, and hospice settings to optimize their physical, mental, psycho-social, and spiritual well-being. Yee Hong also builds organization and system capacity and develops capabilities for high-quality, inclusive, and integrated services and care.

Health equity is created when individuals have a fair opportunity to reach their fullest health potential. Achieving health equity requires identifying and reducing unfair and unjust barriers to health services access. To advance health equity within the organization and the communities served, Yee Hong has established a corporate Equity, Diversity, and Inclusion (EDI) Team and champions to offer guidance and resources for integrating health equity in policies, and to explore opportunities to increase staff's EDI awareness and sensitivity. Yee Hong believes that improving EDI awareness will further promote a more inclusive working environment and lead to better access to care for clients, residents, and family members. In 2024, EDI training was added to the annual mandatory training for all staff, ensuring that everyone is equipped with the knowledge and skills to foster an inclusive and diverse environment.

Yee Hong's EDI Team is dedicated to ensuring that all clients, residents, and family members receive culturally appropriate care. The goal is to foster an inclusive and equitable environment where everyone is treated with respect and dignity. Staff work hard to ensure that everyone is provided with the same opportunities regardless of race, gender, sexual orientation, age, ability, or any other factor and are committed to promoting diversity and cultural awareness within the organization and throughout Yee Hong services. The team works hard to ensure that everyone is provided with the same opportunities regardless of race, gender, sexual orientation, age, ability, or any other factor. The aim to create a space where all individuals feel safe, respected and that they belong.

On a corporate level, Yee Hong has also established an EDI Framework, which reflects the organization's commitment to promoting health care equity internally and advancing health equity

systemically. The framework sets forth key EDI focus areas, which are guided by core principles and informed by best practices. It also articulates Yee Hong's strategy to realize these goals.

Yee Hong Hospice is open to the public with all cultural backgrounds and different languages. The hospice features a Quiet Room with a collection of symbols, artefacts, and sacred texts from different religions. Yee Hong's culturally diverse staff, physicians, clients, residents, and their family members can access the Quiet Room at any time for their spiritual care needs. With funding from the Government of Ontario and Yee Hong Foundation's support, hospice services are available to community members at no cost, ensuring no one is denied access to high-quality palliative and end-of-life care.

In 2024, Yee Hong Hospice served an Indigenous resident for about one day at the Hospice. Despite the relatively short stay, Yee Hong demonstrated cultural sensitivity and collaborated with Finch Center's Spiritual Religious Care Practitioner to obtain resources and welcome the cultural ritual of the Smudging Ceremony. The resident's family were grateful for the facilitation and have since expressed their gratitude with sharing of a review of Yee Hong Hospice's facility.

“Very lovely place and accommodating for Indigenous spiritual practices. Staff very kind”

E.B.

The following diagram provides a visual depiction of the framework and its components:



PATIENT/CLIENT/RESIDENT EXPERIENCE

During the final stages of life, the well-being of hospice residents is the highest priority, ensuring their pain and symptoms are well managed and they are as comfortable as possible. In ensuring the best possible care experience, the hospice interprofessional team focuses on the following: communication, coordination, control of symptoms, continuity, continued learning, and carer support.

Yee Hong Hospice values residents and their families feedback by conducting satisfaction surveys with every admission. The two key values being evaluated are overall satisfaction concerning hospice service, and pain and symptom management. The surveys are

provided to families at the time of admission and is to be completed three days after the resident's arrival.

Although the results of the satisfaction surveys are not directly shared with residents, their comments and suggestions are reviewed to identify areas for improvement within the hospice. These insights are discussed with the team to determine how changes can be effectively implemented. In 2024, Yee Hong Hospice's general feedback received a score of 98% for overall satisfaction and 99% for symptom management. One area of feedback concerns parking spaces, with a suggestion to designate parking for individual rooms. This matter is currently under review and awaiting approval. Results of the 2024 Resident Satisfaction survey was shared with staff on January 29, 2025.

PROVIDER EXPERIENCE

Palliative and end-of-life care principles include practising compassionate leadership, addressing suffering, and working on interdisciplinary teams. To mitigate palliative care interprofessional team (nurses, physicians, support staff and leadership team) burnout, it is imperative to leverage the ethos of palliative care teams to help dealing with the emotional and moral stresses of their work.

Yee Hong recognizes the positive correlation between provider experience and quality of resident care. Acknowledging the care team is functioning in a stressful environment, Yee Hong implemented various strategies to promote staff wellness and engagement:

- Maintained Employee and Family Assistance Program (EFAP) to provide additional support to staff

- Promoted staff wellness activities during Occupational Health and Safety Week, Healing Circle session for staff, and formed focus groups to explore staff experiences at Yee Hong
- Organized events and celebrations, including Nursing Week celebrations, National Infection Prevention and Control Week, Yee Hong's Anniversary, and Staff Appreciation Celebration
- Celebrated Cultural festivities, including Lunar New Year and Seasonal holiday events
- Provided opportunities for continued education such as CAPCE training

The Employee Pulse Survey was conducted from May 5 to June 3, 2024. These surveys conducted annually are to ensure the organization addresses the needs of its employees. This is an important part of the organization's commitment to creating a positive work environment and ensuring staff members feel valued and heard. Survey results are used to make improvements and changes to the workplace policies and practices. Employees' feedback is highly valued, and Yee Hong strives to provide a safe, productive, and enjoyable work environment for all staff.

SAFETY

At Yee Hong, safety is of the utmost priority to provide a safe and secure environment for everyone and takes this responsibility seriously. All safety protocols are followed to ensure resident safety and wellbeing, including training staff, conducting regular audits, and implementing comprehensive resident safety policies and procedures, such as falls prevention program, medication safety, and Infection Prevention and Control program. There is an incident reporting system in place to help staff continually monitor, evaluate, and improve services and to minimize the risk to residents.

Risk Management

Resident safety is a priority. Yee Hong is committed to improving the safety and quality of care. There is an incident reporting system in place to help us continually monitor, evaluate, and improve services and to minimize the risk to residents. On a scheduled basis, all incidents and other safety-related data are reviewed, analyzed with the interprofessional care team to identify areas for improvement. During monthly staff meetings, there is dedicated time to review incidents, foster an open and supportive environment for team members to share insights, and preventative measures. This collaborative approach ensures that staff feel empowered to voice concerns and learn from past experiences.

Infection Prevention and Control

The Infection Prevention and Control (IPAC) program is a comprehensive and collaborative effort to prevent and control the spread of infection in Yee Hong. It involves the implementation of policies and procedures, providing ongoing education, completing audit processes, and collaborating with key stakeholders. As part of Yee Hong's commitment to infection control, Yee Hong Hospice collaborate with Finch Center's Long-Term Care Home Infection and Prevention and Control management for support and consultation. Annual training and education sessions related to hand hygiene and personal protective equipment are offered to staff to minimize the transmission of infections. Additionally, at the Hospice, all visitors are required to complete a sign-in sheet and undergo

screening for respiratory symptoms to help prevent the spread of infections. To further protect everyone in the organization, Yee Hong has a mandatory masking policy for all staff and visitors in resident care areas. These measures are critical in maintaining a safe and healthy environment for all. By taking an evidence-based and proactive approach to infection prevention and control, Yee Hong ensures the health and safety of staff, clients, residents, and family members.

Medication Safety

There is continuous collaboration with Yee Hong's pharmacy vendor to deliver the highest standard of medication safety for residents. The following necessary steps to ensure medication safety are taken:

- Implementing safe medication policies and procedures
- Conducting regular medication safety audits and evaluations
- Providing comprehensive medication training and education on a regular basis
- Reviewing and analyzing each medication incident
- Installing camera and surveillance in the medication room in 2024 for safety, accountability and proper handling of medications
- Utilizing Pharmacist consultation for medication safety and process

Workplace Violence

Preventing workplace violence is important at Yee Hong, despite its infrequent occurrence. The primary focus is to ensure the safety and respect of everyone in the home, including residents, staff, families, and visitors. At Yee Hong, any form of violence directed towards residents, family

members and staff will not be tolerated. All reports of violence are treated with the utmost seriousness and immediate action is taken.

- Establishing comprehensive policies and procedures, including staff training, risk monitoring, and annual Code White drills to proactively address and de-escalate potential incidents.
- Reporting immediately to the division's Executive Director and the corporate Joint Health & Safety Committee in the event of workplace violence, conducting investigations and findings promptly.
- Adhering policies and procedures, such as the Zero Tolerance of Abuse Policy, Whistle Blowing Protection Policy, Code White Policy, and Electronic Incident Reporting System.
- Providing regular training in prevention and de-escalation techniques, including Code White training, Gentle Persuasive Approach (GPA) training, and Respect in the Workplace - Building a Healthy Workplace.
- Leveraging an interdisciplinary team collaboration approach to address these incidents effectively, including nursing and medical staff, Activation staff, Social Worker, Spiritual and Religious Care Practitioner, Pharmacist, and external partners.

Emergency Preparedness

Emergency preparedness is of critical importance and is recognized by anticipating a wide spectrum of unplanned events both internal and external. A comprehensive policy is developed to ensure that there are timely and effective responses. This commitment extends to clients, residents, employees, and other stakeholders and encompasses these key principles:

- Maintain appropriate emergency response plans that provide clear guidance for responding to potential emergencies.
- Align emergency preparedness with the local health system and sector-specific plans. Staff participate in external planning forums, including regional pandemic preparedness committees.
- Evaluate drills and practices regularly to ensure readiness based on various emergencies (e.g., loss of essential services, fire emergencies, medical crises, natural disasters, and infectious diseases). Annual testing is maintained to ensure preparedness and continuous improvement.

PALLIATIVE CARE

Yee Hong Hospice is committed to delivering high quality palliative care through a person-centred approach that meets the physical, emotional, and psychosocial needs of residents and families, and also focus on education for health care providers and volunteers.

Pain and symptom management are prioritized to maintain comfort, dignity, and emotional well-being at the end of life. Common symptoms such as nausea and vomiting, shortness of breath and intense pain are managed with medications such as antiemetics, oxygen therapy, opioids, and steroids. Daily assessments by the team ensure proper titration of medications and effectiveness of pharmacological therapies, ensuring residents remain as comfortable as possible.

It is important to address the psychosocial needs of residents and their families. Staff provide active listening, offer emotional support and education to address symptoms, anxiety and other concerns as residents approach the end of life. By honoring the resident wishes, and encouraging cultural and spiritual practices, including visits by

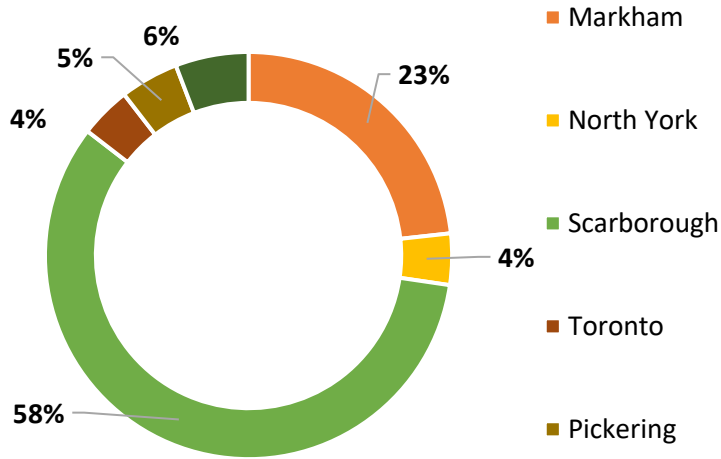
religious leaders and ceremonies, show respect for resident autonomy and dignity.

Yee Hong Hospice is also dedicated to ongoing education for healthcare providers and volunteers. Nursing staff participate in CAPCE (Critical and Advanced Palliative Care Education) education and in-house workshops on key skills including midazolam sedation pump management and proper narcotic disposal. This ensures that staff are up to date with best practices in palliative care. Volunteers participate in HCPO (Hospice Palliative Care Ontario) training, which covers fundamental aspects of preparing them for hospice work. This commitment to ongoing education ensures that the team is equipped with the necessary skills and knowledge to provide compassionate, high-quality, and effective palliative care.

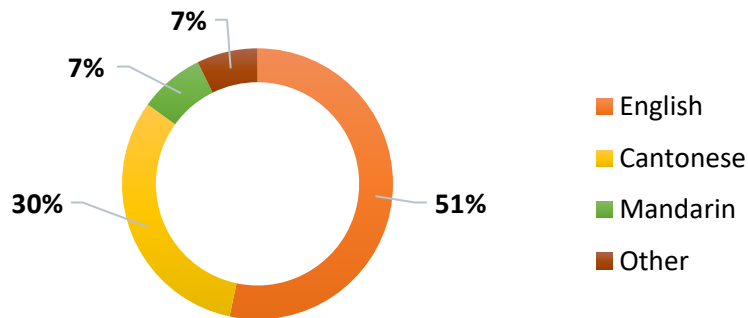
By prioritizing pain and symptom management, implementing psychosocial supports and investing in education, Yee Hong Hospice continues to uphold high-quality care in alignment with the quality statements from Ontario Palliative Care Network's model.

POPULATION HEALTH MANAGEMENT

Location of Residents Served



Resident Language Profile



especially for an ethno-culturally diverse population. Facing one’s mortality as people and as populations, affirm the importance of proactive setting of goals of care, population-based, person-centred palliative care, celebrating and affirming life before death, while also ensuring a good death.

The Yee Hong Peter K. Kwok Hospice is one of the core members of the Scarborough Palliative Care Collaborative (SPCC) which comprises of representatives from SHN, Home and Community Palliative Care Services, Long-Term Care Services, Hospice, and Scarborough Academic Family Health Team. Collectively, the group aims to improve the system navigation with a centralized referral system to improve the experience of the residents and their families. In general, the residents served by Yee Hong Peter K. Kwok Hospice reflect the demographics of Scarborough, Markham, Stouffville, Ajax, Pickering, and Toronto areas.

Yee Hong Centre is one of the founding member organizations of the North York Toronto Health Partners (OHT) since its inception in 2019. As a core member of the Stewardship Committee and the Integrated Palliative and Supportive Care Committee, Yee Hong Centre and the Peter K. Kwok Hospice have the opportunity to leverage the expertise through the established network to facilitate experience and knowledge exchange to drive improvement.

A population-based, person-centred palliative care approach is necessary for planning to meet the needs of an ageing society,

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SIGN-OFF

It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

I have reviewed and approved our organization's Quality Improvement Plan on

Board Chair / Licensee or delegate

Administrator /Executive Director

Quality Committee Chair or delegate

Other leadership as appropriate
