

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 28, 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, 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.

Yee Hong Centre has consistently outperformed the provincial average in key Long-Term Care (LTC) indicators, showcasing its commitment to providing exceptional care. For instance, from October 2023 to September 2024, Yee Hong's corporate average for the percentage of residents whose mood symptoms of depression worsened was 6.5%, significantly lower than the Ontario provincial average of 20.5%. Similarly, the corporate average for the percentage of residents whose pain worsened was 2.9%, compared to the provincial average of 9.0%.

Additionally, Yee Hong's corporate average for the percentage of residents who fell in the last 30 days was 7.0%, while the provincial average stood at 16.3%. Furthermore, the corporate average for the percentage of residents whose stage 2 to 4 pressure ulcer worsened was 1.0%, in contrast to the provincial average of 2.3%. These impressive results highlight Yee Hong's dedication to maintaining and improving the quality and safety of its programs and services, setting a benchmark for excellence in the long-term care sector.

Yee Hong's efforts have resulted in notable success in reducing avoidable emergency department (ED) transfers. This is evidenced by the impressive avoidable ED transfer average of 4 LTC homes' overall rate of 13.3% per 100 resident days, according to the latest ministry report for October 2023 to September 2024. This rate is significantly lower than the provincial average, which stands at 21.7%.

Yee Hong Centre - Markham (Yee Hong Markham) operates 200 long-term care beds. With approval from the Government of Ontario to operate additional long-term care beds, Yee Hong is constructing 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.

### Quality Improvement Model at Yee Hong

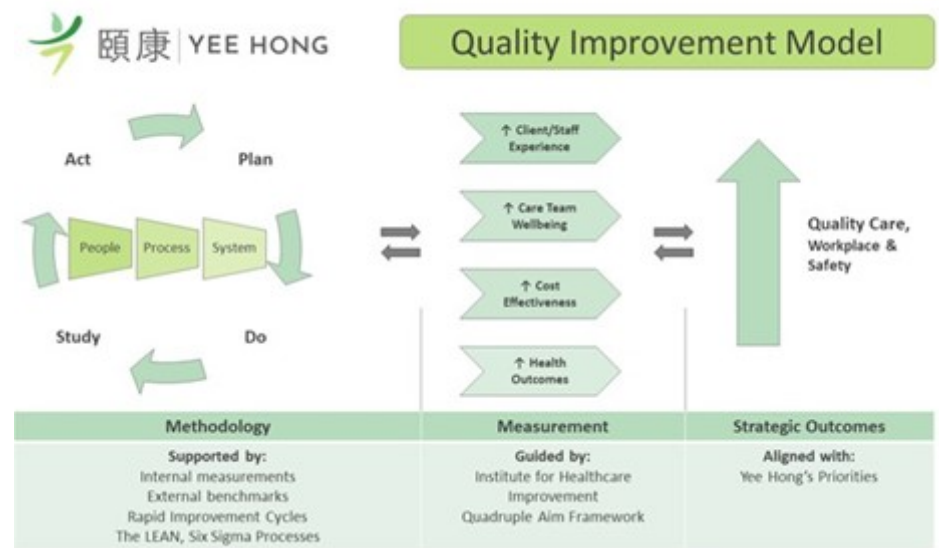
Yee Hong is committed to continuous quality improvement. Each year, the organization engages in quality improvement and safety initiatives to meet or exceed the needs of clients, residents, families, and staff. Yee Hong's Quality Improvement (QI) Model guides the development, monitoring and planning 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 corporately 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) client/resident and family experience. Furthermore, Yee Hong has identified key factors that may serve to forecast the level of job satisfaction among different employee groups. 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 experience, cost effectiveness and care team well-being.

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



## ACCESS AND FLOW

Yee Hong Markham has experienced a steady increase in demand for long-term care, with over 2,500 clients/residents currently on the waitlist. This surge in demand highlights the urgent need for additional long-term care beds to accommodate the growing number of seniors requiring culturally appropriate care.

The process of transitioning to long-term care can induce stress for both the residents and their families. To address this, Yee Hong Markham refined the admission process. The objective is to create a more streamlined experience that minimizes the potential overwhelm arising from an extensive questionnaire and reduces the volume of paperwork required for completion. This optimization aims to enhance the efficiency of the interprofessional team, allowing them to dedicate their time more effectively to providing

active listening and emotional support to both the residents and their families throughout the transition phase.

Prospective residents and their families are provided with detailed information in advance through pre-screening, offering a comprehensive overview of the admission process and addressing common concerns. Yee Hong Markham is also working with the Eastern York Region North Durham Ontario Health Team (EYRND OHT) Long-Term Care working group to facilitate a pre-admission meeting with community partners. This ensures that new long-term care home residents will be provided with the care they need on day one (1) of the admission.

Yee Hong Markham also recognizes the emotional challenges associated with transitioning to long-term care. As part of their commitment to holistic care, Yee Hong Markham offers emotional support resources, such as counseling services and support groups. The home has established a feedback mechanism, encouraging families to share their experiences and suggestions for continuous improvement.

Yee Hong Markham established a strategic partnership with Oak Valley Health Hospital to facilitate seamless and continuous care. This collaboration aims to prevent unnecessary hospitalizations and emergency department visits. There is a dedicated one (1) full-time and one (1) Casual Nurse Practitioner on-site and are responsible for assessing residents, providing recommendations, and detecting acute cases at an early stage. Additionally, the nursing team collaborates closely with Oak Valley Health's Nurse Practitioners when necessary. Through specialized training, the nursing team is equipped to promptly identify changes in residents' conditions,

enabling them to intervene immediately for optimal care outcomes.

Mobile imaging and lab services and vendor partnerships can meet residents' urgent needs by allowing for early diagnosis and treatment. Early diagnosis is key to initiating appropriate treatments promptly, potentially preventing complications and improving resident outcomes. This improved urgent service enhances the overall efficiency and effectiveness of healthcare delivery.

These comprehensive measures underscore Yee Hong Markham's commitment to enhancing the overall experience for residents and their families during the transition to long-term care.

## **EQUITY AND INDIGENOUS HEALTH**

Fundamentally, one of the missions 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.

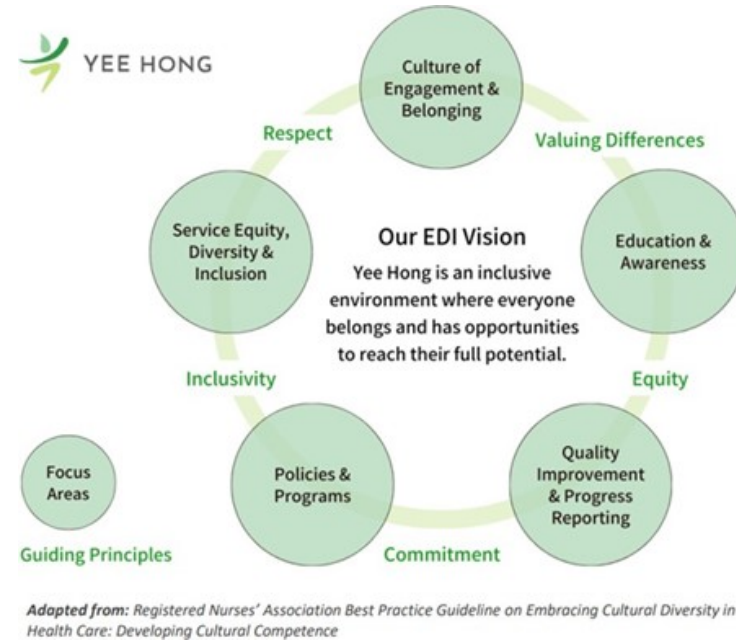
Health equity is created when individuals have a fair opportunity to reach their fullest health potential. Achieving health equity requires

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 enhancing 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 is committed 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 continuously 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 aim is 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.

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



## PATIENT/CLIENT/RESIDENT EXPERIENCE

Yee Hong is deeply committed to fostering resident involvement in decision-making processes, emphasizing the values of independence, health, and dignity. The approach to care and service delivery is centred around the individual, treating each resident and their significant others as unique entities. Yee Hong Markham conducts quarterly Divisional Quality Committee (DQC) meetings to share performance reports and future plans from each department. During these meetings, it is ensured that residents and families have a voice by inviting both the Resident Council Chair and the Family Council Chair.

Yee Hong Markham's engagement with residents extends to the

Residents' Council at Yee Hong Markham, offering a platform for residents to express opinions and contribute input on decisions that impact on their service and care experience. Beyond facilitating two-way dialogue between residents and administration, the Residents' Council empowers residents to propose service improvements, fostering a sense of community and ownership. In terms of resident's family engagement, in 2024, Yee Hong and the four (4) Family Councils of Yee Hong homes along with Community Professional Services, co-designed the first ever Family Engagement Framework.

To ensure continuous improvement, annual resident and family satisfaction surveys are conducted, actively seeking feedback on the organization's performance. The insights gathered from these surveys inform the development and implementation of action plans, which are then shared and reviewed with frontline staff for reinforcement as needed.

The 2024 resident satisfaction surveys, conducted from October 28 to November 11, 2024, showed an impressive 98% overall satisfaction rate with the quality of care provided at Yee Hong. Similarly, the family satisfaction surveys, conducted between October 2 to November 14, 2024, revealed an 89% overall satisfaction rate with the quality of care and services provided to their family members at Yee Hong. The positive feedback underscores Yee Hong's dedication to creating a supportive and caring environment for both residents and their loved ones.

The 2024 resident and family satisfaction survey results were communicated to resident council chair, family council chair, staff, DQC on January 15, 2025 and were posted on all the residential

floors and lobby between the week of January 13, 2025 until the week of February 7, 2025. This ensures that all stakeholders are well informed about the survey outcomes.

The results of the survey revealed areas for improvement that have been incorporated into the home-level including but not limited to improvements in reducing language barriers, allocating more resources for residents who are less dependent, providing transportation for doctor's appointment, increasing outdoor activities and also more cultural and religious activities, and more entertainment and communication. Subsequently, collaborative action plans were drafted, incorporating valuable feedback from team members. The final action plans will be shared with staff in the month of March 2025, fostering a culture of continuous improvement.

In addition to the resident satisfaction survey, Yee Hong Markham developed a "Point in Time" satisfaction survey as part of 2024 Quality Improvement Plan (QIP). The purpose of this survey is to receive immediate feedback from cognitively capable residents (Cognitive Performance Scale scoring 0 to 2) after care has been provided. This survey helps staff gain awareness of residents' experiences, address areas for improvement and meet residents' satisfaction. Overall, the Point-in-Time Satisfaction Survey scored 87%, a very satisfactory result.

## **PROVIDER EXPERIENCE**

Yee Hong recognizes the positive association between provider experience and the quality of resident care. With unprecedented human resources challenges, Yee Hong takes a holistic approach to managing operations effectively and ensuring the safety and well-

being of staff. Yee Hong actively supports employees to create a safe and productive work environment that promotes employee wellness.

Yee Hong recognizes the crucial role that provider experience plays in the quality of resident care. Awareness of the increased workload staff have faced during and after the pandemic, Yee Hong has implemented several strategies to promote staff well-being 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, created a “Wellness Corner” 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, Mid-autumn festival, and Seasonal holiday events.
- Offered food, healthy snacks, a subsidized meal at the Mandarin buffet restaurant, and numerous prizes and draws in the staff event.
- Provided support and conducted visits during shifts and weekends to ensure continuous engagement by the management team.

The December 2024 staff appreciation celebration was a particularly notable occasion, attended by approximately 500 Yee Hong staff members. The event celebrated Yee Hong's successes with a mix of laughter, shared meals, presentations, and awards, reinforcing the organization's commitment to recognizing and

supporting staff. These initiatives collectively contribute to enhancing staff morale, engagement, and overall well-being, reinforcing Yee Hong's commitment to maintaining a positive work environment even amidst challenging circumstances.

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**

Yee Hong is committed to improving the safety and quality of care. With the incident reporting system - Risk Management, all resident



safety incidents can be reported promptly to the family or substitute decision-makers, staff, and the Ministry, as required by applicable legislations and laws. The Risk Management system ensures that follow-up actions are taken in a timely matter and allows data collection and analysis so that strategies can be developed to prevent the recurrence of events. On a scheduled basis, all incidents and other safety-related data are reviewed, analyzed with the interprofessional care team at the quarterly Divisional Quality Council meetings. During these meetings, the team discusses fall incidents, usage of antipsychotic medications and restraints, skin and wound cases, and challenging responsive behaviors.

Furthermore, at every resident and family council meeting, key performance indicators related to resident safety are shared and care program education is provided. During staff meetings, care team leaders also inform staff of any medication and critical incidents that occurred and how to manage and prevent recurrences.

### 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 and adherence of policies and procedures, providing ongoing education, completing audit processes, and partnering with key stakeholders. In collaboration with Oak Valley Health, and York Region Public Health, the best practices are shared and effective approaches to IPAC practices are developed. Each quarter, York Region Public Health would join the interprofessional team during the Divisional

Quality Committee (DQC) meetings, providing updates on the most current infection control data in the region. By taking an evidence-based and proactive approach to infection prevention and control, the health and safety of staff, residents, and family members are promoted.

Regular IPAC audits are conducted to assess compliance with IPAC practices and identify areas for improvement. During respiratory disease peak seasons, Yee Hong Markham implements additional safety measures, such as the mandatory use of masks for both staff and visitors in resident care areas.

### 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 for all new hires and regularly for all nursing staff
- Reviewing and analyzing each medication incident
- Installing cameras, surveillance, timed door alarms and electronic locks in all medication rooms
- Digitalizing quarterly medication review process
- Utilizing Pharmacist consultation
- Reviewing medication safety program annually
- Documenting medications on the electronic medication

administration record (eMAR) system

## 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.

Annual Emergency Evacuation Tabletop Drills, Code Green and Code Orange, were conducted across the four Yee Hong long-term care homes to improve preparedness and ensure compliance with the Fixing Long-Term Care Act, 2021 (FLTCA) and its regulations. These drills are essential to the emergency planning process, simulating real-life emergency scenarios to test and strengthen response protocols. Yee Hong Finch collaborated with other Yee Hong long-term care homes, Finch Hospice, Finch Adult Day Program, and Garden Terrace to ensure that all care settings within the Yee Hong organization are aligned in their emergency response strategies, sharing resources and expertise. The drills provide an opportunity

to review emergency plans, refine communication processes, and enhance staff readiness for a variety of emergency situations. The overall goal is to maintain the highest level of safety and preparedness for residents, staff, families and visitors across all Yee Hong facilities.

By taking a proactive and evidence-based approach, Yee Hong remains committed to maintaining a safe and secure environment for both residents and staff. It is an unwavering commitment to provide a secure working environment for all staff members.

## **PALLIATIVE CARE**

Every resident at Yee Hong will receive Palliative Care and End-of-Life care as needed to meet their needs. The Yee Hong Interprofessional team will evaluate and document the effectiveness of the Palliative Care and End-of-Life program annually to ensure compliance with the legislative requirements.

The Yee Hong Palliative Care and End-of-Life Program (PEP) policy outlines the principles, purpose, procedures, and roles and responsibilities of each interprofessional team member and respects the following palliative care principles:

- Uphold the resident's quality of life
- Treat the individual as a whole person with physical, psychosocial, and spiritual needs
- Address the needs of both the resident and their family
- Provide support and comfort to the resident and the family
- Respect resident's choices and decisions
- Ensure continuity and integration of care
- Leverage an Interprofessional Team Approach which consists of

nursing staff (PSWs, RPNs and RNs), the physician, nurse practitioner (NP), rehab therapists, dietitian, volunteers, recreation, social work, pharmacist, spiritual and religious care, music/art/complementary or alternative therapists, and any other care providers involved in the resident's care

Yee Hong is committed to providing comprehensive and compassionate care for all residents. As part of Yee Hong's dedication to high-quality palliative care, Palliative Performance Scale assessments are conducted for all residents to ensure their needs are continuously monitored and addressed. The End-of-Life Care Order Set is readily available to support residents, ensuring they receive the appropriate care and comfort. To maintain a high standard, training in Palliative Care and End-of-Life is provided during new hire orientation for new staff and annually for existing staff.

Recognizing that palliative care extends beyond medical treatment, Yee Hong is dedicated to offering ongoing education and emotional support to residents and their families. The team engages in compassionate discussions at appropriate times to explore care options, ensuring residents' values and preferences remain central to decision-making. Through care conferences, the team collaborates with residents and families to establish goals of care, clarify treatment preferences, and provide guidance on symptom management, advance care planning, and psychosocial well-being. Referrals to external partners are also available for specialized consultation when needed.

By fostering open communication and a supportive environment, palliative care program empowers residents and families to make

informed decisions while ensuring residents experience comfort and dignity throughout their journey. Yee Hong Markham continually assesses and refines the approach to meet the evolving needs of residents, reinforcing commitment to delivering high-quality, compassionate palliative care within the long-term care home.

## **POPULATION HEALTH MANAGEMENT**

Yee Hong Markham actively fosters collaborative alliances with a diverse array of esteemed healthcare providers. These partnerships include but are not limited to Oak Valley Health, Mackenzie Health, Ontario Shores, diagnostic and lab providers, York Region Public Health and many more. The purpose of these collaborations is to collectively address and cater to the unique and varied healthcare needs of the community. Through these strategic partnerships, the organization strives to enhance the overall well-being of individuals in the community by leveraging the expertise, resources, and specialized services offered by valued healthcare collaborators. This cooperative approach ensures a comprehensive and integrated healthcare experience, tailored to the specific requirements of the diverse community members.

Yee Hong Markham also plays an active role in the East York Region North Durham Ontario Health Team (EYRND OHT). The Executive Director of Yee Hong Markham is a key member of the EYRND OHT's Executive Operations Team (EOT). Both the Executive Director and the Director of Resident Care at Yee Hong Markham are also deeply engaged in the Long-Term Care Home Working Group, which is integral to shaping the OHT's Long-Term Care Home strategy over the next three years. Key priorities for this strategy include building capacity through education and training, developing collaborative solutions for delivering high-quality care to

residents, and prioritizing continuity of care and effective care transitions. Additionally, as part of the Executive Operations Team, Yee Hong Markham contributes valuable input to various OHT initiatives, such as the Integrated Care Hub project. This initiative aims to enhance healthcare access for individuals without a primary care provider, ensuring that even those unattached to a physician can still receive essential services.

## **CONTACT INFORMATION/DESIGNATED LEAD**

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## **OTHER**

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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 **March 28, 2025**

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**Anthony Chang**, Board Chair / Licensee or delegate

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**Lloyd DelRosario**, Administrator /Executive Director

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**Julie Kwan**, Quality Committee Chair or delegate

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**Glen Chow**, Other leadership as appropriate

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