

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, highlighting 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 – Scarborough McNicoll (Yee Hong McNicoll) operates 155 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 and linguistically appropriate services. This will support the community's increasing needs especially Chinese Canadian seniors and their caregivers whose native language is Cantonese and/or Mandarin.

Yee Hong McNicoll is one of the few designated ethnocultural long-term care homes in Ontario and determined to meet the linguistic needs, food preferences and culturally specific activities delivering culturally appropriate care will enhance both their quality of care and quality of life overall for this vulnerable population.

Quality Improvement Model at Yee Hong

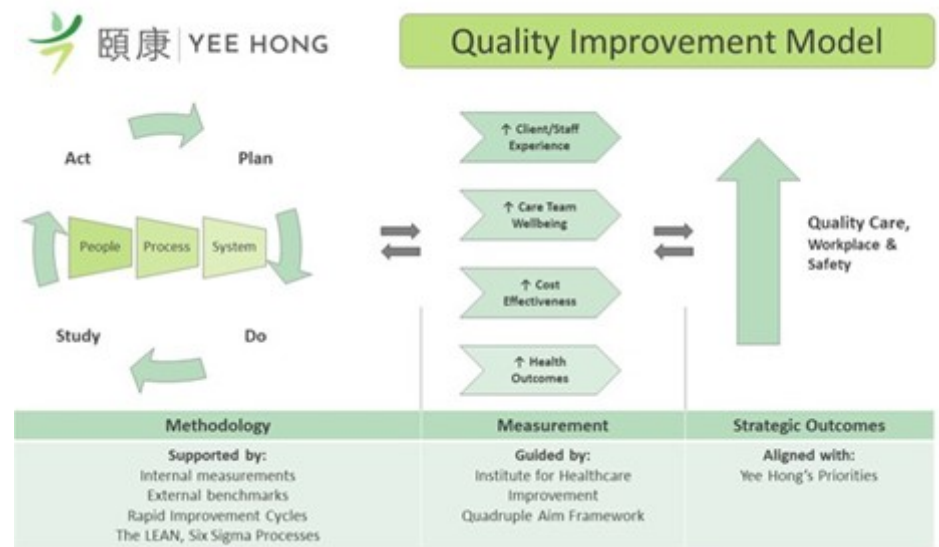
Yee Hong is committed to continuous quality improvement. Each year, the organization engages in quality improvement and safety

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 association between (a) employee engagement and employee satisfaction; and (b) client/resident and family experience. Furthermore, Yee Hong has identified key factors that may help to forecast job satisfaction among different employee groups. Guided by these findings, Yee Hong incorporates the well-established 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 QI Model and its components:



ACCESS AND FLOW

Yee Hong McNicoll Centre has experienced a steady increase in demand for long-term care beds, with over 3000 clients/residents currently on the waitlist. This surge highlights the need for additional long-term care beds to accommodate the growing number of seniors in need of culturally appropriate care.

Yee Hong McNicoll works collaboratively with the Ontario Health atHome (OHaH) - Central East to facilitate the admission and transition of appropriate residents from their current residence or hospital to the long-term care home. The average age of McNicoll residents is 87, compared to the Ontario average of 84. McNicoll residents also have an average length of stay of approximately 4.3 years, while the Ontario average is 2.3 years. These factors, along with a high occupancy rate of 97% to 99% and strong demand for

culturally appropriate services, have contributed to a lengthy waitlist. Due to the older age, longer length of stay and increased longevity, the overall access and flow are significantly impacted.

Yee Hong McNicoll has launched a series of strategic initiatives to enhance access and ensure timely, comprehensive healthcare delivery. One key initiative focuses on improving accessibility by providing Nurse Practitioner services to complement 24/7 access to medical doctors. This expanded availability facilitates a broader range of primary care services, allowing for timely assessments and interventions.

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.

Yee Hong McNicoll's efforts have resulted in notable success in reducing avoidable emergency department (ED) transfers, as evidenced by the impressive avoidable ED transfer overall rate of 11.9% per 100 resident days, according to the latest ministry report for October 2023 to September 2024. This rate is nearly half of the provincial average, which stands at 21.7%.

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:



Adapted from: Registered Nurses' Association Best Practice Guideline on Embracing Cultural Diversity in Health Care: Developing Cultural Competence

PATIENT/CLIENT/RESIDENT EXPERIENCE

Resident and family satisfaction surveys are conducted annually to seek feedback on the organization's performance. Yee Hong McNicoll develops and implements actions according to the survey results. The 2024 resident satisfaction surveys, completed from October 15 to October 18, 2024, showed an impressive 98% overall satisfaction rate with the quality of care provided at Yee Hong. The residents who participated also awarded McNicoll Centre 93% satisfaction concerning the ability to provide culturally appropriate services.

Similarly, the family satisfaction surveys, completed between October 2 to November 14, 2024, revealed a 90% overall satisfaction rate with the quality of care and services provided to their family members at Yee Hong. Yee Hong McNicoll yielded a high score of 96% satisfaction on ability to provide culturally appropriate services by families who responded to the survey. The result was consistent with the resident experiences.

The 2024 resident and family satisfaction survey results along with the applicable action plans were shared with the Family and Resident Councils on January 23, 2025. The 2025 Quality Improvement work plan and narrative will be shared with the Residents' Council and the Family Council during their next meetings in March-April 2025 and the final approved version will be shared in April 2025.

The 2024 resident and family satisfaction survey results were shared with staff on January 23, 2025. The corresponding applicable action plans will be shared with staff during the staff meetings in February-March 2025. Furthermore, copies of the survey results were posted in the home on February 7, 2025, ensuring that all

stakeholders have access to this valuable information.

Yee Hong also held virtual town halls with family members to provide updates and information about Yee Hong's Strategic plan and current events.

Residents play a vital role in shaping menu changes, including summer, winter, holidays, and regular menu updates, and are approved by Resident Council. The Food Services Department collaborates closely with residents, gathering feedback and making thoughtful adjustments to enhance dining experiences. Approved menus are introduced with enthusiasm, and the Food Services Manager and Supervisor conduct meal rounds to engage with residents to ensure they enjoy delicious and satisfying meals.

PROVIDER EXPERIENCE

Yee Hong McNicoll's interprofessional team is comprised of diligent formal and informal leaders, as well as compassionate direct care teams and support services staff who chose healing, caring for and protecting seniors as their vocation and calling. The team is extremely grateful to residents and families who have entrusted us with providing care for themselves or their loved ones, and such sacred trust is not something that should be taken for granted at Yee Hong. As a result, formal and informal leaders, physicians, care teams and volunteers work hard to turn obstacles into opportunities. Yee Hong continuously identifies areas for ongoing quality improvement to maintain and elevate the quality of care and services.

Yee Hong acknowledges leadership is critical to providing staff with

a frame of reference for what the organization stands for. Leadership matters most, especially in times of uncertainty. Leadership matters because lack of certainty leads to stress, and stress results in poor decisions. Yee Hong's formal and informal leaders have consistently demonstrated and practiced authentic leadership which has led to trusted teamwork and leading performance.

Yee Hong recognizes the positive association between provider experience and quality of resident care. Acknowledging that the care team operates 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, 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 and Seasonal holiday events
- Provided support and conducted visits during shifts and weekends to ensure continuous engagement by the management team.

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 and provides a safe and secure environment for everyone and taking 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 us continually monitor, evaluate, and improve services and 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.

Falls prevention is a longstanding priority. Through the 2023 Quality Improvement Plan (QIP), Yee Hong McNicoll successfully reduced fall rates from 10.2% to 5.67% (unadjusted), surpassing the 8% target. This unusually low rate was partly influenced by high resident turnover and a lower overall population at certain points in 2023. Anticipating increased fall risks in 2024 due to a rise in crisis admissions with complex needs, a conservative target of staying below 7.8% was set. Through timely assessments, intervention adjustments, and comprehensive root cause analyses, the 2024 QIP concluded with a 7.08% fall rate—1.41% higher than in 2023 but 0.72% below the set target. This outcome highlights the effectiveness of a proactive fall prevention strategies in adapting to a more complex resident population while maintaining a rate well below the Ontario average of 15.3%.

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 the Scarborough Health Network IPAC Hub the best practices are shared and effective approaches to IPAC practices are developed. 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.

Regular IPAC audits are conducted to assess compliance with IPAC practices and identify areas for improvement. During respiratory disease peak seasons, Yee Hong McNicoll 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, 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 Health Workplace.
- Leveraging an interdisciplinary team collaboration approach to address these incidents effectively, including nursing 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

At Yee Hong McNicoll, the palliative care program is rooted in a compassionate, person-centred approach that prioritizes comfort, dignity, and quality of life in a resident's final stages. Physicians, nurse practitioners, nursing staff, and the interprofessional team have received specialized training in palliative and end-of-life care, equipping them with the skills to provide holistic, culturally sensitive, and evidence-based support. While many staff have already completed this training, Yee Hong remains committed to ongoing education, ensuring the team stays up to date with best practices. The Palliative Pain and Symptom Management Consultant from the Community Health Team at Scarborough Centre for Healthy Communities support and provide training and consultation services to enhance palliative care delivery.

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

POPULATION HEALTH MANAGEMENT

Yee Hong is dedicated to fulfilling its mission of providing a full continuum of care and services for seniors living in every setting to optimize their physical, mental, psycho-social, and spiritual well-being. Yee Hong also collaborates with various partners to enhance organization and system capacity in offering culturally sensitive, person-centred, and excellent care. Yee Hong recognizes the importance of integrating services and care across different sectors and organizations to provide a seamless experience for seniors. By fostering partnerships, Yee Hong leverages the expertise and resources of other organizations to create a more comprehensive and efficient system of care.

Yee Hong McNicoll has taken a proactive and collaborative approach in working with healthcare partners to address the diverse needs of the population. Participation in the monthly Community of Practice (CoP) meetings organized by the Scarborough Health Network (SHN) IPAC Hub, alongside other long-term care homes, highlights its commitment to infection prevention

and control. Through collaboration with peers and the broader healthcare community, Yee Hong McNicoll contributes to strengthening preparedness and situational awareness, ensuring an effective response to health challenges.

Additionally, Yee Hong McNicoll is dedicated to advancing long-term care standards through continuous staff training and development. By updating staff with the latest knowledge in infection prevention and control, chronic disease management, and preventative care, the organization enhances its ability to address emerging health challenges and promote resident well-being. This commitment not only improves direct outcomes for residents but also contributes to a stronger healthcare system by ensuring a workforce that is prepared to manage public health concerns, reduce hospitalizations, and support healthier aging within the LTC community.

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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**

Anthony Chang, Board Chair / Licensee or delegate

Lloyd DelRosario, Administrator /Executive Director

Julie Kwan, Quality Committee Chair or delegate

Glen Chow, Other leadership as appropriate
