

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, 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 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.

### **About Yee Hong Community & Professional Services Division**

Yee Hong Community & Professional Services (CPS) Division developed a range of programs and services to promote older adults' social integration and quality of life, as well as to counter social isolation and loneliness common among seniors. The Active Senior Program, Congregate Dining Program, Adult Day Program, and Home Support Services form the core of CPS Division's continuum of care within the community. The clients range from as young as 50 years old to 106 years of age depending on the community services received. More than two-thirds of the program participants are female on average. Several diverse cultural backgrounds, including but not limited to Chinese, Korean, Persian, Indian, and Spanish-

speaking communities are serviced and having varying degrees of cognitive impairment and chronic conditions.

Every individual presents unique needs and circumstances and may require support as they transition between programs and services. Additional support services, such as caregiver support, transportation services and Community Kitchen meal services have also been developed to complement the core services and address the changing needs of seniors and their caregivers.

Home Support Services (HSS) provide older adults with essential support in their homes to manage daily activities and live independently in the community. These services enable them to live safely at home, reduce unnecessary emergency department and hospital visits, and delay long-term care admissions. Clients are mainly 75 years and older with almost 70% of female gender with varying c-morbidities. A diversity of 15 different languages, with 28 dialects are represented.

CPS currently provides services to eligible older adults living in their homes at the Yee Hong Aw Chan Kam Chee Chinese Evergreen Manor, Seneca Towers, Villa Elegance, Coral Place and Yee Hong Garden Terrace. Services aim to support seniors with frequent scheduled and unscheduled visits, including personal care, 24/7 emergency response, security checks, essential homemaking, and care coordination.

Community Support Services (CSS) provide a full spectrum of community-based services, enabling older adults of diverse backgrounds and needs to maintain their independence and dignity and live their lives to the fullest. These services are culturally and

linguistically appropriate, making them highly responsive to client and community needs.

Each of the four (4) Adult Day Programs has its specialty and provides activities tailored to the needs of different groups of older adults, including individuals who are frail, stroke survivors, and individuals who live with dementia and/or other chronic diseases. Adult Day Programs encourage participants to maintain and enhance their abilities, support them to live independently in the community and support their caregivers.

**Quality Improvement Model at Yee Hong**

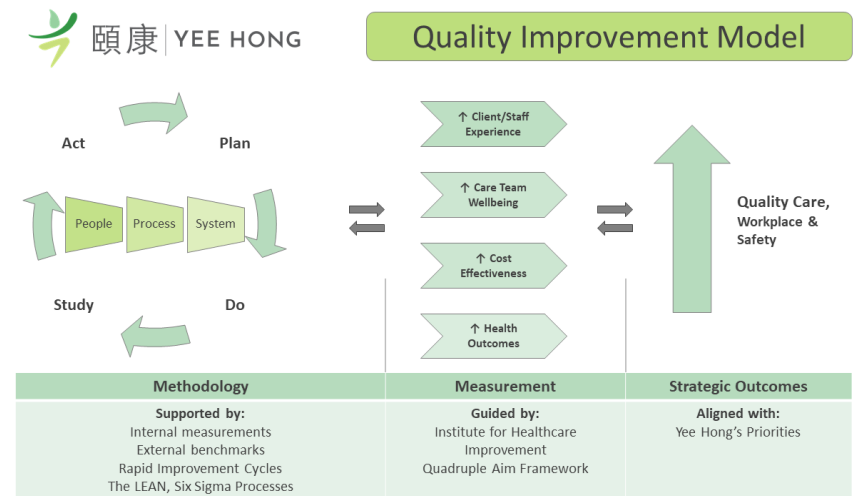
Yee Hong is committed to continuous quality improvement. Each year, the organization engages in quality improvement and safety initiatives to meet or exceed the needs of the clients, residents, families, and staff. Yee Hong’s Quality Improvement (QI) Model guides the development, monitoring and planning 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 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 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's CPS Division provides a wide range of community and home support services that operate on holistic, person-centred care principles. The core values of respect for the client's wishes, acceptance, and self-determination are deeply embedded in the fabric of CPS service provisions. In addition, adopt an

interprofessional team approach is adopted to care for older adults' physical, emotional, social, and spiritual well-being.

Aging as a dynamic process in which individual needs change over time. In response to these changing needs, the CPS Division strives to provide a continuum of community and home support services that enable older adults to maintain their independence and dignity and live their lives to the fullest.

Yee Hong collaborates with health service organizations throughout the system to enhance care provisions for older adults who opt for "aging in place". Through various programs and services, our Division facilitates active aging, social participation, and the maintenance of social networks with family, friends, and community members for older adults. By doing so, the team supports clients' mental health, preserve client identity, and promote independent living within the community. The division aims to enable individuals to receive care in their own homes, reducing the need for hospitalization or long-term care facility placement and fostering as much independence as possible. These initiatives empower older adults to age in place and result in cost savings for governmental entities.

To ensure CPS clients have access to timely and high-quality services, Yee Hong has made sustained improvements including enhanced timely responses to service enquiries, streamlined the intake and admission process, partnered with Ontario Health at Home (OHatH) and Central Registry (CR) funded by Ontario Health (OH) to speed up the referral process and shorten waiting time for service initiation, prioritized admission provided to clients with crisis needs. Also, through partnership across Division and care sectors, Service Information and Navigation sessions were organized at senior

buildings and Welcome Centres in the community to further support clients/families accessing care in the right place at the right time.

## 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 the 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 our 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

Engaging with clients and caregivers is crucial to transforming care within CPS. The team proactively seek insights from clients and their informal caregivers to understand their needs, experiences, and preferences to enhance the quality of Yee Hong services. Yee Hong's commitment to person-centred care is evident through various initiatives, including regular Continuous Quality Improvement (CQI) meetings, annual interRAI-CHA assessments, and the creation of individualized care plans collaboratively developed by clients, informal caregivers, and organizations.

Annual client and caregiver satisfaction surveys are conducted to maintain open communication channels to ensure their ongoing feedback is valued. Community feedback is essential in identifying service gaps, prompting us to adjust existing services or introduce new programs. For example, based on clients' feedback and a comprehensive evaluation of their needs, Home Support Services (HSS) recognized the importance of emotional support services for clients living alone, which were subsequently integrated into the regular home support services to better address the holistic needs of the clients.

Action plans are developed and implemented according to the survey results. The *Client* Satisfaction surveys were conducted between November 4 and November 29, 2024, and the survey results yielded an overall average satisfaction of 99.5%!

- CPS service teams shared and communicated these results to clients and the Continuous Quality Improvement groups in the first quarter of following year through various channels, such as meetings, emails, and postings.
- The results of the survey revealed areas for improvement such as a greater variety of program offerings and have been incorporated into the CPS Divisional Quality Improvement Plan (QIP). This includes but not limited to improvements in safe care, variety of programs and extended services.

The *Family/Caregiver* Satisfaction surveys were also conducted between November 4 and November 29, 2024, and the survey results revealed an overall average satisfaction of 100%!

- CPS service teams shared and communicated these results to family members, caregivers, and Continuous Quality Improvement groups in the first quarter of 2025.
- The results of the survey showed areas for improvement have been incorporated into the CPS Divisional Quality Improvement

Plan (QIP), including but not limited to improvements in caregiver engagement.

CPS emphasizes team collaboration to elevate the service experiences for clients. In 2024, the HSS department, CSS department, Age Well At Home project team and Caregiver Support teams collaborated with both internal and external community partners to organize events such as "Open House", special events, and collaborative programs. These initiatives aimed to promote CPS programs and extend the services to older adults in the community. This collaborative effort received positive feedback and expanded the reach to a broader population, strengthening our commitment to inclusive and community-centred care.

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

## PROVIDER EXPERIENCE

The CPS Division is comprised of team members with diverse skill sets and educational backgrounds ranging from regulated nurses, personal support workers, social workers, social service workers, physiotherapists, kinesiologists, nutritionists, and other health related care providers. Volunteers also support CPS services, including high school students and retirees. The staff and volunteers are the foundation of Yee Hong services. Their contributions are recognized by organizing retirement parties for staff over the years, acknowledging staff and teams for a job well done by sharing their success stories with relevant parties to encourage team spirit, organizing a variety of celebrations and appreciation activities to recognize staff achievements (such as lucky draws, annual staff

recognition events, dance parties, etc.), awarding 5, 10, 15, 20, 25-year awards to commemorate and recognize team members for their service commitment, celebrating Personal Support Worker Appreciation Day, formally recognizing staff who support the development of publications, and sharing clients' and caregivers' compliments with staff and the senior management team. Leadership actively conducts team-building activities to improve workplace culture, fostering a positive and collaborative environment among team members.

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**

In the context of community services, the term "patient" refers to a client receiving services from CPS, such as Home Support Services and Community Support Services, including Adult Day Programs, Congregate Dining Programs, etc.

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 client safety and wellbeing, including training staff, conducting regular audits, and

implementing comprehensive client safety policies and procedures. There is an incident reporting system in place to help staff continually monitor, evaluate, and improve services and to minimize the risk to clients.

Ensuring client safety is vital to Yee Hong service delivery. In addition to providing regular staff training, such as workplace safety training for the proper use of equipment and awareness of occupational health and safety issues, the team actively involves clients and their families in reporting safety concerns (e.g., swallowing issues) and incidents (e.g., falls) directly to the team. This collaborative approach empowers clients and families to play an active role in their care, offering valuable insights into potential safety issues from their unique perspectives.

In 2024, CPS Division extended the training session to volunteers, focusing on fall prevention and proper use of equipment and body mechanics, to enhance the care capacity and further ensure client safety. Additionally, the Age Well at Home project team developed and distributed monthly posters featuring fall prevention tips to clients and caregivers. These initiatives aimed to raise awareness about fall prevention and enhance client safety within the community.

### **Risk Management**

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

Furthermore, at every client and family council meeting, key performance indicators related to client 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 the organization. It involves the implementation of policies and procedures, providing ongoing education, completing audit processes, and collaborating with key stakeholders. Regular IPAC audits are conducted to assess compliance with IPAC practices and identify areas for improvement. During respiratory disease peak seasons, additional safety measures, such as the mandatory use of masks for staff in client care areas are implemented. 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**

To address and mitigate medication assistance non-adherence issues, the HSS department employs a proactive strategy. This includes creating a flowchart for medication assistance, conducting medication service demonstrations at each site, and facilitating discussions during

departmental team meetings. During departmental meetings, the Root Cause Analysis (RCA) approach is used, involving all team members in examining incidents of medication non-adherence. By iteratively asking "why" multiple times, the root causes of these incidents are traced. Subsequently, the team collaboratively develops corrective actions to prevent similar occurrences. This approach not only identifies the immediate causes but also delves deeper into the systemic factors contributing to non-adherence, facilitating the implementation of targeted and effective preventive measures.

Yee Hong is committed to providing the highest standard of medication safety for clients and residents. The following necessary steps to ensure medication safety:

- 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

### **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 training and 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 Activation staff, Social Worker, 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 the 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

Palliative care is not the primary focus of CPS. When such cases are identified, they are referred to appropriate facilities, such as Hospice, to ensure clients receive the specialized care they need. With the one-time funding for grief and bereavement provided by OH, the caregiver support group has successfully planned and delivered a variety of services in accordance with the Adult Bereavement Care Pyramid. These services include general grief education workshops, creating and posting videos on the Yee Hong Care Learning webpage, integrating periodic check-in calls from volunteers into friendly visiting services, and offering professional and therapeutic services such as music therapy, exercise, and art therapy to those in need.

## POPULATION HEALTH MANAGEMENT

To enhance support for older adults aging in place, the Division is proactively exploring opportunities to broaden service offerings and has initiated various projects. In 2024, the 2-year “Age Well at Home” project continued to deliver three (3) main project components – System Navigation, Fall Prevention Clinic & Home Maintenance for supporting older adults aging well at home. In September, CPS team members participated interviews aired on local radio to promote service navigation. Also, the "Online Dementia Hub" launched in 2023 remained actively in use as a platform to strengthen support for individual with dementia and their family members.

Moreover, CPS is actively pursuing partnerships with other health system providers to address the unique needs of older adults in the community. Yee Hong is actively engaged in the North York Neighbourhood Care Team for Aging in Confidence Working Group,

collaborating on the development of a 5-year plan for early intervention in aging and disease processes. As part of this collaboration, the team works closely with wellness and preventative screening clinics to support low-income older adults in aging well at home. Through this partnership, the aim is to empower older adults to age in confidence, aligning with Yee Hong’s commitment to a population health approach that caters to the distinctive requirements of the community.

The CPS Division has been proactive in meeting the needs of the clients and their families that we service. In 2024, all CPS programs fully resumed in-person services and continued to provide virtual services to those in need. The Active Senior Program, Congregate Dining Program, Adult Day Program, and Home Support Services has reached full capacity to continuously support and empower clients to live their life to the fullest in the community. Yee Hong continues to work closely with Ontario Health at Home teams, Central Registry, and other health system providers to respond quickly to the needs of older adults with diverse backgrounds. Yee Hong’s Community Dementia Strategies project reached out to serve broader population including clients who live with dementia and their caregivers and promote cognitive health for target population in the community.

**Contact information/designated lead**

Barbara Bell, Executive Director, Community and Professional Services  
 T: 416.412.4571 ext. 1160 | E: barbara.bell@yeehong.com  
 Yee Hong Centre – McNicoll | 2311 McNicoll Avenue | Scarborough, ON,  
 M1V 5L3

**Other**

Julie Kwan, Director, Quality, Performance and Practice  
 T: 416.412.4571 ext. 1113 | M: 647.881.0728 | E: julie.kwan@yeehong.com  
 | F: 416.321.0034  
 Yee Hong Centre – Finch | 60 Scottfield Drive | Scarborough, ON, M1S 5T7

**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

---