

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

February 20, 2023



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 Asian 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. Yee Hong also builds seniors organization and system capacity through its advisory services, Private Career College and research.

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. We also build organization and system capacity for high quality, inclusive, and integrated services and care.

With approval from the Government of Ontario to operate additional long-term care beds, Yee Hong is in the planning phases of building a new long-term care centre in Scarborough. This 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.

Community & Professional Services Division

Yee Hong's Community & Professional Services (CPS) Division provides a wide range of community and home support services that operate on holistic, client-centered care principles. Our core values of respect for the client's wishes, acceptance, and self-determination are deeply embedded in the fabric of our service provision. In addition, we adopt a multi-disciplinary team approach that cares for seniors' physical, emotional, social and spiritual well-being.

We view 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 which

enable seniors to maintain their independence and dignity and to live their lives to the fullest. CPS Division developed a range of programs and services to promote seniors' social integration and quality of life, as well as to counter social isolation and loneliness common among seniors.

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

Home Support Services provide seniors with essential support in their homes to manage daily activities and live independently in the community. These services enable seniors to live safely at home, reduce unnecessary visits to emergency departments and hospitals, and to delay long-term care admissions. Currently, we provide services to eligible seniors living in their own 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 provide a full spectrum of community-based services, enabling seniors of diverse backgrounds and needs to maintain their independence and dignity and live their lives to the fullest. Yee Hong's community-based services include Active Seniors Program, three Congregate Dining Programs, six Adult Day Programs serving seniors in Toronto Central East area, Mississauga Halton area, and Central York Region. These services are culturally and linguistically appropriate, making them highly responsive to client and community needs.

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

Quality Improvement Model at Yee Hong

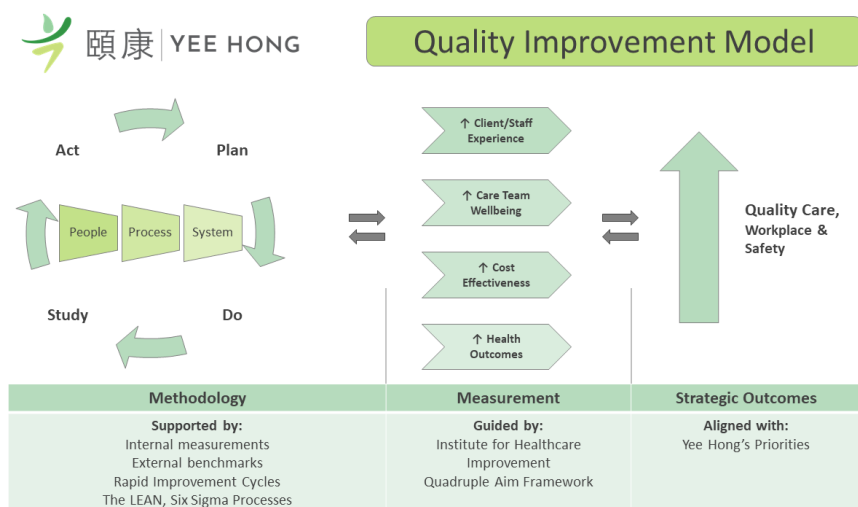
Yee Hong is committed to continuous quality improvement. Each year, we engage in quality improvement initiatives and client safety planning activities to meet or exceed the needs of our residents, clients, families and staff. The development, monitoring and planning of quality improvement and management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

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. The QI Model is based on four principles: evidence-based, client-centered, provider-informed and corporately aligned.

Supported by analytical processes and using annual surveys results, Yee Hong has determined a strong association between (a) employee engagement and employee satisfaction; and (b) employee satisfaction and resident/family experience.

Furthermore, Yee Hong has identified key factors that may predict 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 safety and employee engagement initiatives will positively realize health outcomes, client experience, cost effectiveness and care team well-being.

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



REFLECTIONS SINCE YOUR LAST QIP SUBMISSION

Continuous quality improvement (CQI) initiatives are regularly used to identify high-risk areas and are evaluated for feasibility, relevance, and usefulness. CPS clients, caregivers, staff, volunteers, and other stakeholders were invited to participate in the CQI process, such as Failure Mode Effects Analysis (FMEA), team meetings, and daily huddles to provide their feedback and input. After this process is completed, we devise quality indicators and develop relative protocols.

As an example, one of the core services in Home Support Services is our 24/7 emergency response system, which allows us to access staff or on-call service immediately. To create a proper and accessible emergency response system, we conducted a risk assessment with our care team to identify potential emergency scenarios, facilitated individual discussions with clients and families to understand their concerns, and organized team brainstorming sessions to collect suggestions and inputs. A protocol was then developed in compliance with Yee Hong CPS Emergency Response and Cardiopulmonary Resuscitation Policies. After presenting at a team meeting and collecting input from staff and team leads, an “emergency response with scenarios” protocol was developed.

FMEA projects are another example of CQI initiatives that we complete with input from clients and families to analyze possible issues with our current practices and to implement safety improvement strategies. These projects included reducing client wandering in condominiums after drop-off to front door, preventing choking at meal times in the Adult Day Programs and Congregate Dining Programs, as well as escorting services for Home Support Services.

PATIENT/ CLIENT/ RESIDENT ENGAGEMENT AND PARTNERING

Engaging with clients and their caregivers transforms care. CPS Division actively engages with clients to understand their needs, experiences, and preferences to improve our service quality. Our services are co-designed with clients through regular CQI meetings, interRAI-CHA assessments, and individualized care plans signed between clients, families, and organizations, as well as annual client satisfaction surveys and ongoing, open communication. When service gaps are identified through community feedback, we try to close these gaps by adjusting our existing services or developing new programs. Some of examples of new programs we introduced since the COVID-19 pandemic began include:

- Accommodating clients' increased and changing needs by providing additional services such as virtual programs, hot meals, grocery delivery support, porch visits, etc.
- Supporting seniors to access virtual services (e.g., online Adult Day Programs, I Can Dance program, etc.) and remain connected with their communities online through an iPad training program
- Assigning a social worker to Seneca Towers to help residents access primary care during the pandemic through virtual means, as well as to connect residents with the right service provider for their needs
- Partnering with Ontario Health Teams (OHT) and hospitals to host multiple COVID-19 vaccine clinics at our various service locations and establishing a COVID-19 vaccine support hotline to increase seniors' and other community members' access to COVID-19 vaccine information and booking

- Hiring additional male home support workers (HSW) to address clients' requests and needs; part-time HSWs were specifically hired for night shifts to improve service delivery consistency
- Expanding Mandarin Adult Day Programs to meet increased need for services in the Mandarin-speaking community; extended hours and Saturday programs were developed in response to client and community needs

PROVIDER EXPERIENCE

The CPS Division is comprised of team members with diverse skill sets and education backgrounds. Frontline staff members have, at minimum, a diploma level of education, such as a personal support worker certificate or social service diploma. Supervisors have, at minimum, a university level of education across multiple disciplines including regulated nurses, social workers, physiotherapists, and kinesiologists. Volunteers also support our services, and they may range from high school students to professional staff, to retirees. Our staff and volunteers are the foundation of our services, and we recognize their contributions by:

- Organizing retirement parties for staff over the years
- Acknowledging staff and teams for a job well done, such as 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
- Sharing clients' and caregivers' compliments with staff and senior management team

We also acknowledge staffs' day-to-day pressures and increased workload during the pandemic. To maintain adequate and safe staffing levels and to ensure our team members' overall wellness, we examined each team member's workload, allocated resources for education, augmented recruitment efforts, and implemented retention initiatives. Examples include:

- Using technology to support meetings and minimize travel time and stress
- Permitting a flexible work schedule upon staff request and when operational needs allow
- Facilitating team building events to improve team communication, morale, and cohesion
- Combining heavier and lighter jobs when designing staff work schedules to ensure a balanced workload

WORKPLACE VIOLENCE PREVENTION

While workplace violence is not a common event at Yee Hong, prevention is of utmost importance to our organization. Our priority is to ensure every staff member feels safe while working, thus we take any reports of violence seriously. We have policies and procedures in place to prevent and de-escalate workplace violence occurrences, including providing training and support to staff, monitoring potential risks, and conducting annual Code White training and drills.

When workplace violence incidents do occur, they are investigated in a timely manner and reported to the division's Executive Director and corporate Joint Health & Safety Committee, and escalated as appropriate. We are committed to providing a safe and secure working environment for all staff.

Policies and Procedures

Yee Hong has many policies in place that provide classification and strategies for addressing workplace violence, define roles and responsibilities, and outline reporting procedures, including: Zero Tolerance of Abuse Policy, Code White Policy, Electronic Incident Reporting System, Incident Reporting, Responsive Behaviours, and a Joint Health and Safety Committee.

Training

Education and training are provided to frontline staff on basic prevention and de-escalation techniques, including annual corporate training on a variety of topics related to workplace violence.

- Code white training and drills are conducted annually and after each code white incident to ensure that staff members have the knowledge and skills necessary to respond effectively in emergency situations. These trainings and drills provide staff with the opportunity to practice emergency response protocols and become familiar with Yee Hong's policies and procedures, thus equipping staff with the confidence and skills to handle emergency situations.
- Gentle Persuasive Approach (GPA) training was provided to frontline staff to improve their ability to handle situations in which a resident's behaviour is escalating. GPA training is designed to equip staff with the necessary skills and knowledge to address such scenarios safely and effectively, while also maintaining a gentle and persuasive approach. Through this training, staff are better equipped to de-escalate potentially violent situations in a manner that is respectful to all involved, while at the same time helping to ensure the safety and well-being of all parties.
- Additionally, we train our staff in understanding client behavior and needs in order to prevent aggressive behavior, such as Dementia training for Adult Day Program staff and volunteers, Social Effectiveness Training, and person-centred care to help the staff understand the needs of the client, and observe the behavioral cues to minimize aggression.

HSWs in Home Support Services typically work in clients' homes independently. We have been working on identifying any potential risks for workplace violence and improving workplace safety in home care, including:

- Creating a protocol/checklist and providing training for staff on how to protect themselves when they go to clients' homes
- Equipping staff with safety devices, such as carrying a work phone and/or personal alarm during the home visit

- Engaging in case discussions on how to support staff, when to seek additional support if needed, and identify preventive measures
- Producing e-learning videos and protocols for the team to manage situational problems
- Organizing police safety talks for all HSWs

PATIENT 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. Client safety is vital to our service delivery. Staff are provided education and training to ensure high-quality and safe care delivery. Such examples include:

- Workplace safety training on the safe use of equipment, devices, and supplies, e.g., Workplace Hazardous Materials Information System (WHMIS) training, infection prevention and control (IPAC) training, CPR training, personal protective equipment (PPE) training, Mechanical lift training, and transfer and repositioning training
- Periodic training and quizzes facilitated by an Occupational Health and Safety Manager to ensure staff are aware of these health and safety issues
- N-95 mask fit testing, frequent Rapid Antigen Testing (RAT) during COVID-19, and quarterly workplace health and safety check-ups and inspections with input from staff on any potential risks
- Regular training to team members to help identify, reduce, and manage risks to client and team safety, such as using fishbone diagrams to determine cause and effect, as well as using FMEA to determine possible risk factors in the process

In Home Support Services, the following efforts are made to identify and mitigate risks to client safety:

- Conducting annual hand hygiene audits to ensure that HSWs are following policies
- Renewing CPR certification annually, and First Aid certification every three years, as required

- Providing annual transfer and repositioning training to staff
- As per policy COHS-V-03, providing all new staff with health and safety training during orientation, and annual refreshers on WHMIS training
- Ensuring all team members understand and sign an HSW job hazard prevention checklist
- Collaborating with housing management to ensure the safety and accessibility of clients at our service locations
- Inviting occupational therapists to complete home safety assessments with clients when needed; conduct annual in-home assessments using Safety and Risk Checklist to assess safety for provision of services
- As part of the service contract, we also require clients and their families to ensure their home space, including any required safety equipment, is safe for service provision
- Conducting ongoing safety and risk assessments at our service locations and in Home Support Services clients' homes
- Consulting occupational therapists and physiotherapists when serving clients with mobility issues; following fall risk assessments and home safety checks, if needed, we help clients submit requests to Home and Community Care Support Services (HCCSS) for support to improve the client's home environment
- Reducing the risk of falls by helping clients move frequently-used items in the home closer to the client; if falls occur, we conduct a post-fall security check to ensure a safe environment and prevent future falls and injuries

In Community Support Services, the following efforts are made to identify and mitigate risks to client safety:

- Conducting safety assessments within the interRAI-CHA and intake assessments
- Developing and discussing client's individual care plan and risk factors with staff team to ensure client safety
- Conducting regular missing client drills and applying learnings, including developing wandering protocols

- Conducting regular workplace inspections, as well as workplace hazards identification and prevention, to identify and address environmental risks
- Providing regular education on fall prevention and exercises; crisis prevention and intervention training, and infection prevention and control training
- Ensuring annual client safety plans, including virtual client safety plans, are developed and followed

HEALTH EQUITY

Fundamentally, Yee Hong as an organization exists to address the lack of culturally appropriate services in the long-term care, community and hospice/palliative care sectors that lead to differential access to quality services for Asian and other ethnic minority seniors in the Greater Toronto Area. Since its inception, Yee Hong has been driven by its mission to offer 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.

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 accessing care. To advance health equity within our organization and the communities we serve, Yee Hong has established a corporate Equity, Diversity and Inclusion (EDI) Team to offer guidance and resources for integrating health equity in policies, and to explore opportunities to increase staff's EDI awareness and sensitivity. We believe that improving EDI awareness will further promote a more inclusive working environment and lead to better care access, experiences and outcomes for our residents, clients and family members.

Yee Hong's EDI Team is dedicated to ensuring that all residents, clients and family members receive culturally appropriate care. We strive to foster an inclusive and equitable environment where everyone is treated with respect and dignity. We are committed to promoting diversity and cultural awareness within our organization and throughout our services, and we work hard to ensure that everyone is provided with the same opportunities regardless of race, gender, sexual orientation, age, ability, or any other

factor. We aim to create a space where all individuals feel safe, respected and that they belong.

On a divisional level, CPS established a COVID-19 vaccine hotline to support the general public in accessing vaccination-related information and scheduling appointments. To reduce health inequity in our services, Home Support Services:

- Increased access to COVID-19 vaccines by hosting onsite clinics; established a hotline to connect Seneca Towers residents with primary care; established a hotline to support overall community's vaccine access and uptake
- Shared linguistically-accessible information about services through pamphlets and brochures, Yee Hong's website, and community fairs
- Provided information and referral services to help community members navigate our services
- Collected feedback and input from clients and families through annual client/caregiver satisfaction surveys and engaged in ongoing, open communication

Many contributing factors of health inequity are related to social and environmental factors, including one's income, social status, race, gender, education, and physical environment. Home Support Services employed multiple strategies to address potential health inequities, including:

- Providing all written service agreements and service-related information in English, Traditional Chinese, and Simplified Chinese; providing over-the-phone interpretation services to address language barriers
- Providing Friendly Visiting services to support isolated seniors living alone
- Operating 24/7 emergency response systems increase accessibility
- Collaborating with Scarborough Health Network and North York General Hospital to provide and support vaccination services at senior buildings and providing outreach to Chinese and other at-risk communities

In Community Support Services, we created a universally-accessible environment for people with language, communication, or other requirements, such as those who have auditory, visual, cognitive, or other impairments, by:

- Providing “easy listeners” hearing devices to assist Adult Day Program clients with hearing impairments
- Facilitating communication for clients with speech difficulties using communication cards
- Providing interpretation services for clients with language barriers during intake assessment, care plan review meeting, and program time
- Installing bidets at all Day Program washrooms in response to client and family wishes for more independence, as well as installing an extra toilet safety frame based on client feedback
- Assisting clients in accessing TransHelp, Mobility Plus, and Wheel-Trans services
- Providing Congregate Dining Programs in select senior buildings to reduce transportation barriers
- Conducting annual education sessions for staff on the Accessibility for Ontarians with Disabilities Act (AODA)
- Providing written service agreements, monthly newsletters, and program calendars in English and Chinese
- Providing wellness calls, porch visits, and program activity packages to clients who cannot access our in-person services or virtual programs

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, and also articulates Yee Hong's strategy to realize these goals.

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



CONTACT INFORMATION/DESIGNATED LEAD

Maria Chu, BSW, RSW, MSW
Executive Director

T: 416.412.4571 ext. 1160 | M: 416.909.1623 | E: maria.chu@yeehong.com
F: 416.321.6313

Yee Hong Centre – Community & Professional Services | 2311 McNicoll Avenue | Scarborough, ON, M1V 5L3

Julie Kwan, RN, BScN, MN

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 **March 22, 2023**

., Board Chair / Licensee or delegate

Maria Chu, Administrator / Executive Director

., Quality Committee Chair or delegate

Julie Kwan, Other leadership as appropriate
