

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 28, 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.

Yee Hong Centre – Scarborough Finch (Yee Hong Finch) operates 250 long-term care beds. To meet the growing demand for palliative care services, Yee Hong Finch was redeveloped to incorporate the Yee Hong Peter K. Kwok Hospice (Yee Hong Hospice), a 10-bed hospice residence, which opened in November 2020. This redevelopment created opportunities to enhance Finch Centre’s palliative care program (e.g., long-term care residents can receive referral services from hospice’s physician specializing in palliative care). In 2021, Yee Hong Finch and Yee Hong Hospice jointly established a consultation service for complex palliative care to facilitate knowledge exchange and share expertise.

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 adjacent to Yee Hong Finch. 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.

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.

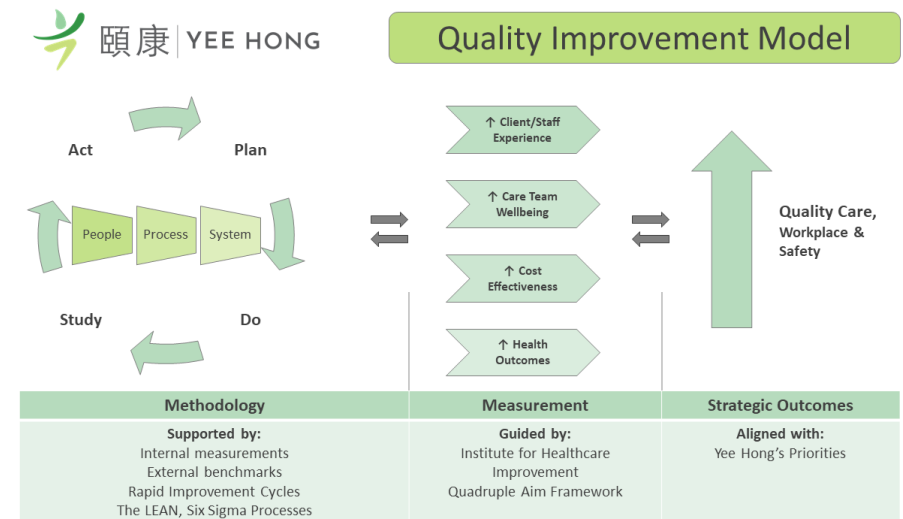
The QI Model depicts quality improvement as an integrated and continuous process that will be adjusted according to outcomes meaningful to Yee Hong's strategic directions and goals. The QI Model is based on four principles: evidence-based, client-centered, provider-informed and corporately aligned.

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 Yee Hong's QI Model and its components:



REFLECTIONS SINCE YOUR LAST QIP SUBMISSION

The emergence of the COVID-19 pandemic presented many challenges to the long-term care sector however, quality improvement remained a priority for Yee Hong throughout. To ensure we continued meeting targeted QI measures despite resource limitations, we changed some identified planned improvement initiatives to adjust to the pandemic situation.

Despite the pandemic's challenges, Yee Hong Finch was adaptive and reactive to the evolving situation, and maintained focused on quality improvement.

Yee Hong Finch identified four key focus areas for quality improvement:

1. Emergency Department (ED) Transfers

Our first key focus area for quality improvement was the rate of emergency department (ED) transfers. Yee Hong Finch maintained very low ED visits due to ambulatory care-sensitive conditions compared to the Ontario average. This resulted from the improvement of our Nurse Practitioner's role, which enabled Nurse Practitioners to provide urgent, onsite assessments of residents' clinical condition changes.

Furthermore, we introduced a new risk-management identification strategy within our interdisciplinary care team, further promoting a quick response to urgent resident cases. Daily, our interdisciplinary team meets to discuss high-risk cases, enabling our team to make timely and sound clinical judgements to prevent ED transfers for cases which we can manage internally.

2. Resident Satisfaction

Yee Hong Finch's second key focus area was increased resident satisfaction rates, particularly the rate of residents who felt that staff listen to them. According to our most recent resident satisfaction survey (2022), resident satisfaction increased compared to 2021. This improvement was made possible by reviewing residents' rights with both staff and residents through meetings and

mandatory education. We also provided mandatory education for all of our staff regarding Yee Hong's Zero Tolerance of Abuse Policy and residents' bill of rights.

3. Palliative Care

Thirdly, Yee Hong Finch has also maintained a high rate of completed palliative care meetings with residents who are deemed palliative. We completed the Palliative Performance Score with all new admissions and residents who had significant change in condition which led to early identification of an appropriate palliative-focused plan of care. To help families better understand Advance Care Planning, we also conducted a series of education sessions in English, Cantonese and Mandarin.

4. Fall Incidents and Antipsychotic Medication

Lastly, Yee Hong Finch also stayed well-below the provincial average in fall incidents and inappropriate use of antipsychotic medication. During the pandemic, our care team continued to conduct regular interdisciplinary meetings to review resident cases with a high falls risk to mitigate this risk. Our care team also held regular virtual meetings to discuss and review the use of antipsychotic medications.

PATIENT/CLIENT/RESIDENT ENGAGEMENT AND PARTNERING

Throughout the past two years, COVID-19 response measures in long-term care presented challenges for us to engage our stakeholders in-person. To enable continued communication and collaboration with our residents and their families, Yee Hong Finch quickly adapted to a virtual environment, and supported residents and families to shift to online engagement as well.

In 2021 and 2022, we conducted regular virtual town halls with family members to provide updates on the pandemic situation in our centres, to discuss Yee Hong's infection control strategies, and to address families' concerns and questions. We also launched a video chat program to help residents stay in contact with their loved ones when in-person visits to our centres were restricted. During outbreaks, our social workers conducted phone calls to all family members to share updates regarding their loved ones. Care team leaders also provided timely updates and important messages to families through increased email communication.

It is also of key importance that we engage and collaborate with our residents and their family members when making policy changes. As an example, when long-term care homes were permitted to individualize their response to the pandemic according to the home's situation, Yee Hong Finch consulted our resident and family councils to ensure that policy changes would benefit residents.

Additionally, when Yee Hong was undertaking the accreditation process with Accreditation Canada, the surveyor conducted a series of focus groups with our community partners, residents and family members. We received very positive responses from these stakeholder groups in the area of engagement and service co-design.

Despite limitations to in-person engagement, our patient/client/resident engagement and partnering strategies were well acknowledged by our residents and their family members, as evidenced by our recent 2022 survey.

PROVIDER EXPERIENCE

Yee Hong recognizes the positive association between provider experience and quality of resident care. Acknowledging the increased workload during the pandemic, Yee Hong implemented various strategies to promote staff wellness and engagement:

- Staff wellness activities during Occupational Health and Safety Week, and focus groups exploring staff experiences at Yee Hong
- Organized events and celebrations, including Nursing Week celebrations, Infection Prevention and Control Week and Yee Hong's Anniversary and Staff Appreciation celebration
- Cultural festivities, including Chinese New Year and Christmas holiday celebrations

To maintain a sense of connection and collaboration, many of our teams and departments adopted hybrid meeting formats. Yee Hong also maintained our Employee and Family Assistance Program (EFAP) to provide additional support to staff during these difficult times. Yee Hong received Canada's Most Admired Corporate Culture Award from Waterstone Capital in 2020, and renewed in 2021.

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, defining roles and responsibilities, and outlining 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 nursing 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.

The vast majority (99%) of the workplace "violence" we experience at Yee Hong Finch is related to responsive behaviour from our residents. We have noticed that the level of aggression is escalating in some of the newer admissions (often not reported in the intake documentation), which has been challenging particularly since many remain physically strong despite having moderate to severe cognitive impairment. Given this observation, we are working with our interdisciplinary care team to strengthen our admission procedures, and we are providing more training to help frontline staff better handle these situations.

Despite the pandemic, we were also able to maintain a well-established Behaviour Support Team, recognized by Behavioural Supports Ontario (BSO). Our Behaviour Support Team aims to provide our interdisciplinary care team with a better understanding of behaviour management skills through knowledge transfer and sharing of best practices. This is partly done through discussing case studies during team meetings and huddles, etc.

PATIENT SAFETY

Resident safety is our priority. Yee Hong is committed to improving the safety and quality of care provided to our residents and clients.

We have an incident reporting system in place to help us continually monitor, evaluate, and improve our services and to minimize the risk to our residents. With this reporting system, all resident safety incidents can be reported promptly to the family or substitute decision makers, the appropriate level of staff and the Ministry, as required by applicable legislations and laws. This system also ensures that follow-up actions are taken in a timely matter, and allows data collection and analysis so that we can develop strategies to prevent the recurrence of events.

On a scheduled basis, we review all incidents, audit results and other safety-related data with our interprofessional care team. An example is our quarterly Resident Safety meetings. During these meetings, our care team discusses fall incidents, usage of antipsychotic medications and restraints, skin and wound, and challenging behaviours. Furthermore, at every resident and family council meeting, our nursing team shares key performance indicators related to resident safety. During staff meetings, care team leaders also inform staff of any critical incidents that occurred and how to manage and prevent recurrences.

During the pandemic, our team introduced regular Risk Management meetings in response to the fluidity and uncertainty of the pandemic. This meeting is conducted every morning and serves as a forum for our team to discuss topics related to infection prevent and control, high-risk situations and residents' conditions. These meetings helped our team remain informed and allowed our team to share ideas and best practices to mitigate risk.

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.

At Yee Hong Finch, we serve seniors from Chinese, Japanese and other ethnic backgrounds. Our care delivery is sensitive to each specific culture. We celebrate various cultural events and serve meals that are familiar to residents. Based on our recent resident engagement survey, our residents are very satisfied with their meal choices. We collaborate with other cultural organizations and community partners to enhance the range of culturally appropriate activities we provide (e.g., Japanese New Year celebration, Chinese New Year lion dance performance, etc.).

During the start of the pandemic, Yee Hong Finch increased residents' access to medical services and care by ensuring Nurse Practitioners were onsite in addition to physicians, and implementing a skin and wound round led by an enterostomal therapy nurse. We also worked very closely with public guardians and trustees to ensure residents without income or families would still receive the same level and quality of holistic care as other residents.

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:



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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 22, 2023**

., Board Chair / Licensee or delegate

Lloyd Del Rosario, Administrator /Executive Director

., Quality Committee Chair or delegate

Julie Kwan, Other leadership as appropriate
