

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

February 7, 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.

### About Yee Hong Peter K. Kwok Hospice

Yee Hong Peter K. Kwok Hospice (Yee Hong Hospice) is a 10-bed hospice residence with a comfortable, home-like environment for patient and families requiring palliative, end-of-life care. Yee Hong Hospice is the first and only hospice residence in Scarborough, which opened in November 2020 and is co-located within Yee Hong's Scarborough Finch long-term care centre. Yee Hong Hospice is committed to providing optimum living for the dying, with love, compassion, dignity and beauty. We provide person-centred care to optimize the quality of life for individuals facing a life-

limiting illness. Annually, we care for approximately 110 residents and support their family members through this difficult time.

Yee Hong Hospice serves any individual who meets admission criteria, but primarily, our hospice residents are from Scarborough and surrounding communities including Ajax, Pickering and Markham. Scarborough is home to many languages and cultures. Yee Hong Hospice embraces this rich diversity and offers culturally and linguistically appropriate services to various ethnic groups. In addition to end-of-life care, Yee Hong Hospice provides grief and bereavement support programs to assist our residents' families, as well as clients referred to us from our community partners. Our interprofessional team is specially trained in providing palliative care, and champions personalized, resident and family-centered care.

### 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.

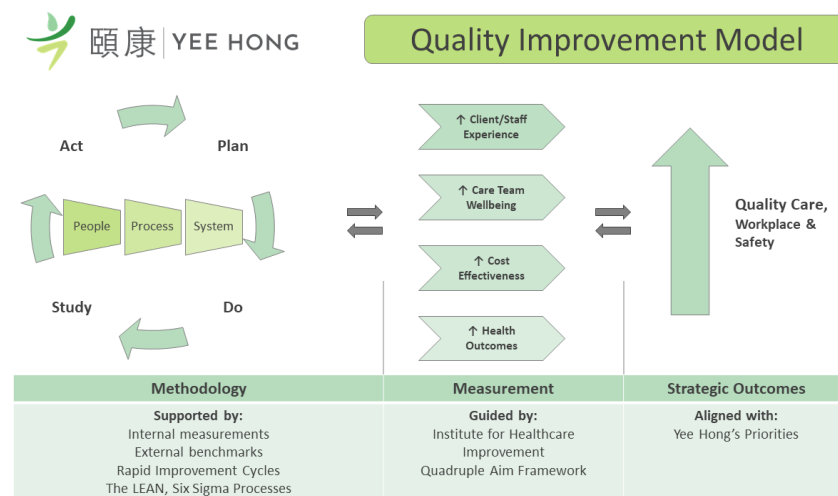
The QI Model depicts quality improvement as an integrated and continuous process that will be adjusted according to outcomes meaningful to Yee Hong's strategic directions and goals. The QI Model is based on four principles: evidence-based, client-centered, provider-informed and corporately aligned.

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

In the short years since Yee Hong Hospice opened, we have been collecting and monitoring baseline data for falls and conducting satisfaction surveys regularly. This data will inform our quality improvement initiatives moving forward to enhance our quality of care.

### PATIENT/CLIENT/RESIDENT ENGAGEMENT AND PARTNERING

Yee Hong Hospice is partially funded by the Government of Ontario and proudly partners with Home and Community Care Support Services (Central and Central East), Scarborough Health Network, Scarborough Centre for Healthy Communities and Scarborough Ontario Health Team. As a new member of the Yee Hong family, Yee Hong Hospice is firmly supported by

the resources of a high-quality and well-developed senior care organization and foundation. Together, we create a strong team-based work environment to ensure high-quality care.

Residents' safety and comfort are our priority. Individuals at the end-of-life are often frail, and some individuals may experience additional symptoms such as pain, shortness of breath, nausea and vomiting, constipation, delirium, or restlessness, significantly impacting their comfort level. Our specialized palliative care team provides optimized and ongoing symptom management with timely assessments and interventions to minimize residents' suffering. When our residents are not able to talk and express their needs, our palliative nursing team approaches the resident's needs holistically and works collaboratively to promote the resident's safety, dignity, and independence.

Another priority is resident and family experience. Beginning with the intake process, we strive to make the admission experience as smooth as possible. With a structural admission process, our interprofessional team of physicians, nurses, personal support workers and social workers collaborate to assess the individual's needs with a holistic lens to ensure we are providing resident and family-centred care.

Yee Hong Hospice residents receive dignified care from the moment they enter our hospice until the moment they leave. When our residents pass on, we hold individualized leaving ceremonies to allow family members to say goodbye with dignity and appreciation. Our social worker follows up with the family and provides bereavement supports to help them manage their grief. Each year, Yee Hong Hospice holds a Love & Light event during the winter season so that we may invite families back to our hospice and celebrate the holiday season together.

To ensure residents and family members receive optimal care, we conduct satisfaction surveys with the families within three days of hospice admission. This provides us the opportunity to monitor and improve our services and care. The survey consists of rankings for our nurses, personal support workers, physicians, social workers, and volunteers. From our most recent annual satisfaction survey, the availability of cultural foods was

indicated as an area for improvement. In response, we now keep different cultural foods onsite at the hospice so that we may make cultural meals upon request to better support residents' needs.

Yee Hong Hospice also provides residents and family members with psychosocial support and the opportunity to participate in our various support programs, including Caregiver Support, Companionship Support, Palliative Support, Bereavement Support and Advanced Care Planning education. To better accommodate our participants' needs, we offer the option to participate in person or via virtual platforms.

## PROVIDER EXPERIENCE

Throughout the COVID-19 pandemic, Yee Hong Hospice has operated comparably well. Between 2020 and 2022, Yee Hong Hospice only experienced one COVID-19 outbreak with no impacts to our residents. Throughout the pandemic and to this day, we followed ministry guidelines and worked closely with Toronto Public Health and Scarborough Health Network's IPAC Hub to keep everyone safe in the hospice. On a corporate level, Yee Hong holds regular IPAC Practice Committee and Pandemic Taskforce meetings to ensure our readiness in PPE stock, best practices and staff awareness.

The Ontario healthcare system is experiencing care provider shortages; we cannot deny the fact that our hospice also experienced staffing challenges, leading to increased workload and burnout among our team members. Our staff have identified staffing concerns as one of the main reasons for burnout. We have addressed this concern by utilizing agencies to supply nurses and personal support workers when needed.

We have a great team at Yee Hong Hospice who support each other with compassionate understanding, but working in palliative, end-of-life care can have significant emotional impacts on staff. To better support our staff, we host monthly "healing circles" to allow staff to share their grief and to support one another. We also provide wellness workshops for staff on topics such as monitoring burnout symptoms and self-care. Yee Hong also

provides additional wellness supports and encourages all employees to take advantage of these.

Furthermore, Yee Hong Hospice holds monthly staff meetings and weekly clinical huddles to strengthen communication and education for the team. These meetings create a channel for leaders to better understand staff's concerns, and creates the opportunity for us to support each other and arrive at a resolution together. As an example, we have been using staff meetings to improve residents' fall incident rate by debriefing the episode, upgrading safety equipment and increasing staff awareness by discussing strategies for fall prevention. Our fall incident rate successfully decreased from 14.8% (2021) to 9.2% (2022), and we look forward to maintaining a rate below 9.2% in the future. In our weekly clinical huddles, we review each resident's condition and symptom management to evaluate their care and make improvements where necessary to improve resident experience and relieve discomfort.

## 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.

Yee Hong has a documented and coordinated approach to monitor, reduce and prevent workplace violence. Steps and measures include:

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 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.

## PATIENT SAFETY

At Yee Hong Hospice, resident safety is our priority. Over the past two years, we identified and learned from our challenge areas and developed strategies to advance our quality of care. There are two domains we identified, and we have been continuously working to improve these areas:

### Medication Errors

We work collaboratively with our pharmacy partners for medication delivery and administration, and medication errors are closely monitored. An annual pharmacy audit from our care partner has been launched to scan our practices for potential concerns and develop quality improvement strategies as well.

At Yee Hong Hospice, we frequently access narcotic medications to provide resident comfort. Over the past two years, we monitored our medication

errors and distinguished them between non-narcotic and narcotic related. In 2021, we found five narcotic medication dispensing errors with no harm to our resident's health or comfort level. In 2022, we were able to decrease medication dispensing errors to two episodes (also with no harm to residents) by: (1) reviewing the root analysis to improve our medication administration process, (2) providing continuing education to newly hired staff and (3) enhancing our medication administration and documentation process with a double-checking mechanism of our narcotic CADD pump.

Furthermore, we recognized that staff distraction and overworking can contribute to the occurrence of medication errors. As a result, one of our management goals is to find a stable support for our staffing challenges. With regard to our non-narcotic medication errors, in 2021 we found two cases with no harm to residents, and achieved zero cases in 2022 by using a similar approach to improve our medication administration and care quality.

## Falls

With new admissions, we implemented regular nursing assessments to identify safety risk factors. As part of these assessments, we utilize the Morse Fall Scale weekly to assess risk. When reviewing our fall incident analyses from 2020 to 2022, we found that the most common contributing factor for falls is self-transferring (when residents are capable of moving off their beds independently). To mitigate falls in these situations, we utilize motion-activated infrared alarms which alert our care team when residents attempt to leave their beds so that staff may assist residents to transfer safely.

To further limit fall incidents, we employed several strategies, including replacing any malfunctioning infrared alarms, providing education and enhancing the awareness of infrared alarm use, improving communication via our resident communication board, and optimizing our symptom management in weekly clinical huddle. These strategies resulted in our fall incident rate significantly decreasing from 14.8% (2021) to 9.2% (2022). With a focus on stabilizing fall incident rates and pursuing a decrease in our fall incident monitoring, we will continue to apply fall prevention strategies in our daily work to avoid severe injuries and minimize fall occurrences.

Another contributing factor to falls is when residents entering the end-of-life stage experience a decline in their ability to perform self-care and activities of daily living. Most of our hospice residents are bed-ridden however, as the body deteriorates or the cognitive level is influenced by conditions such as dementia, brain tumors or brain metastasis, some residents may present with confusion or delirium, which can lead to restlessness, agitation and possible falls. These conditions are seen in palliative care commonly but can be challenging to manage. We need to balance the benefits of sedation versus alertness and always prioritize our resident's quality of life by supporting their ability to express their needs and their energy to interact with their loved ones in the limited time.

## 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 health services access. 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 access to care 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.

Yee Hong Hospice is open to the public with all cultural backgrounds and different languages. Among our interprofessional team, we speak more than 16 different languages, and our team composition demonstrates the rich diversity in Scarborough.

Our hospice features a Quiet Room with a collection of symbols and artefacts from different religions. Our staff, residents and their family members can access the Quiet Room at any time for their spiritual care needs. With funding from the Government of Ontario and Yee Hong Foundation, our hospice services are available to community members at no cost, ensuring no one is denied access to high-quality palliative and end-of-life care.



The above image shows the Yee Hong Hospice team wearing orange to commemorate the National Day for Truth and Reconciliation in 2021.

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:



## CONTACT INFORMATION/DESIGNATED LEAD

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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**

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., Board Chair / Licensee or delegate

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**Nazira Jaffer**, Administrator / Executive Director

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., Quality Committee Chair or delegate

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**Julie Kwan**, Other leadership as appropriate

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