

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 Ho Lai Oi Wan Centre – Markham (Yee Hong Markham) operates 200 long-term care beds. 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.

### 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

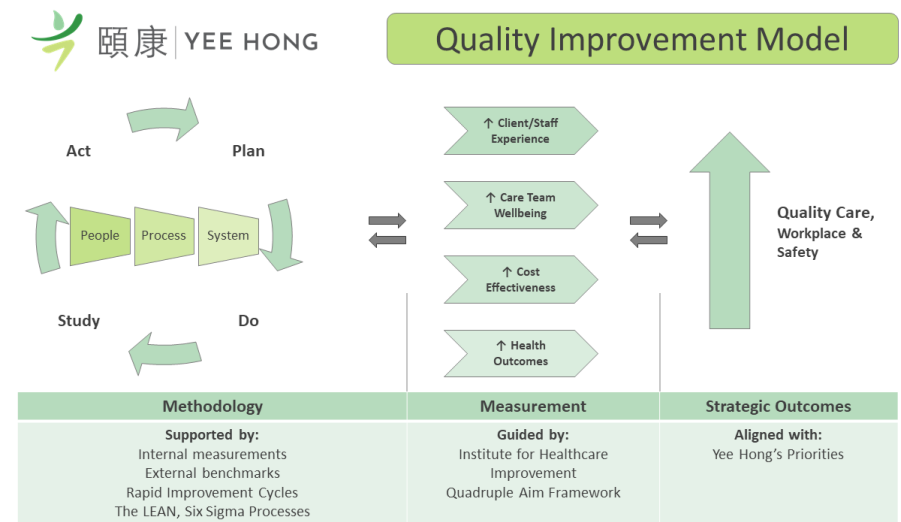
planning activities to meet or exceed the needs of our residents, clients, families and staff. The development, monitoring and planning of quality improvement and management activities are guided by Yee Hong's Quality Improvement (QI) Model.

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

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 Markham was adaptive and reactive to the evolving situation and maintained focused on quality improvement.

Yee Hong Markham identified three key focus areas for quality improvement:

### 1. Emergency Department Transfers

Our first focus area is in reducing the rate of Potential Avoidable Emergency Department (ED) Transfers. Started in 2020, 80% of our Registered Nurses have attended Oak Valley Health's IV therapy training session, and we have established a partnership with a mobile x-ray provider to support urgent onsite x-rays on the weekends. Additionally, we provided a Nursing Assessment refresher training to 60% of our nurses and personal support workers. As a result, our avoidable transfer rate is now 7.6%.

## 2. Resident Satisfaction

Yee Hong Markham's second key focus area was increased resident satisfaction rates, particularly the rate of residents who felt that staff listen to them. Our 2020 resident satisfaction survey indicated 82% positive response to the question, "What number would you use to rate how well the staff listen to you?". After we incorporated Person-Centered Care in our annual training and enrolled 30% of our personal support workers in the Excellence in Resident-Centered Care (ERCC) training course, we successfully increased the percentage to 100% in our recent resident satisfaction survey (2022).

## 3. Fall Incidents

Yee Hong Markham's third quality improvement focus area is the percentage of residents who had a recent fall. By engaging residents and families in our fall prevention program, enhancing interdisciplinary team communication, and improving safety in residents' physical environment, we decreased our fall incidents rate from 12.6% (2020) to 7.4% (2022).

## **PATIENT/CLIENT/RESIDENT ENGAGEMENT AND PARTNERING**

Yee Hong believes in the inclusion of residents in decision-making processes to promote their independence, health and dignity. We subscribe to a person-centered approach to care and service delivery, and treat every resident and their significant others as unique individuals.

In 2022, Yee Hong Markham participated in Accreditation, which involved all four Yee Hong long-term care centers and our Community & Professional Services division program. Multiple residents were involved in the Accreditation Process and shared their experiences and feedback with the accreditation surveyors. Yee Hong Centre was again awarded Accreditation Canada Exemplary Standing for 2022 to 2026.

Yee Hong Markham hosts quarterly Divisional Quality Committee (DQC) meetings to share each department's performance reports and future plans. We welcome and invite a resident representative to join these quarterly meetings, and encourage representatives to provide feedback. We also encourage families to participate with residents during care team conferences to involve them in their loved ones' care.

Yee Hong Markham also engages residents through a Residents' Council, which was established to provide residents a forum to express their opinions and provide input on decisions that may affect their service and care experience. In addition to providing opportunities for residents and administration to engage in two-way dialogue, our Residents' Council also empowers residents to make suggestions for service improvements and promotes a sense of community and ownership.

We conduct resident and family satisfaction surveys annually to seek their feedback on our performance. We develop and implement actions according to the survey results. Survey responses and action plans are also shared and reviewed with frontline staff so they can reinforce the information if necessary.

## 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 (IPAC) 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.

The pandemic has posed numerous challenges for our centre, including staffing shortages, outbreaks and an immense amount of mental and physical stress for employees. We take a holistic

approach to effectively managing operations and ensuring the safety and well-being of our staff. We actively support our employees to mitigate the negative effects of the pandemic and strive to create a safe and productive work environment conducive to employee wellness. Every year, we allocate budget to conduct celebrations and recognition events to celebrate staff and their achievements. Examples include:

### Nursing Week

The pandemic interfered with how we celebrated Nursing Week at Yee Hong Markham. Nonetheless, we understand how important Nursing Week is for our direct care staff. It is an opportunity to celebrate the accomplishments of our nursing teams and to honor their commitment and dedication to quality care. We are proud to recognize our nursing teams for their selfless contributions and tireless efforts to our residents and the healthcare system. A full week of activities were arranged to celebrate Nursing Week – each day there featured a different activity and many prizes to be won. Dim Sum and drinks were served to nursing team members.

### Lucky Draw

Yee Hong Markham conducts an annual lucky draw for staff with many prizes to be won.

### Wellness Week

During Wellness Week, staff had the opportunity to participate in various activities to promote their physical, mental and emotional well-being. These activities included presentations on safe lifting techniques and good body mechanics, massages for staff, quizzes with prizes and group Zumba dancing.

## Surveys

Staff engagement surveys are conducted annually to ensure the organization is meeting the needs of its employees. This is an important part of our commitment to creating a positive work environment and ensuring our staff members feel valued and heard. Survey results are used to make improvements and changes to our workplace policies and practices. We value our employees' feedback and strive to provide a safe, productive and enjoyable work environment for all staff.

## 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 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.

Workplace violence incidents experienced at Yee Hong Markham are mostly related to resident's responsive behaviours. Given this observation, our interdisciplinary team consisting of nursing staff (Nursing Management, Registered Nurses/Registered Practical

Nurses, PSWs, Behavioural Support Nurse), Activation staff, Social Worker, Spiritual and Religious Care Practitioner, Pharmacist, and other external partners work together to mitigate incidents of workplace violence relating to residents' responsive behaviours.

## **PATIENT SAFETY**

Resident safety is our priority. Yee Hong is committed to improve 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 manner which 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.

RL Solution

RL Solution is an electronic incident reporting system. The Incident Report is a valuable administrative tool that can improve the quality of care and manage risks. By recording and analyzing incident data, organizations can gain valuable insights that can be used to identify potential issues and develop strategies to prevent future occurrences. Risk management is an important part of any successful management strategy, and the Incident Report can be a valuable asset in achieving these goals.

### **Medication Safety**

Patient safety relating to medication is critical. Medication incidences at Yee Hong Markham is low as per our RL Solution reports. We are collaborating with Medisystem Pharmacy and are committed to providing the highest standard of medication safety for our residents. We have taken 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
- Reviewing and analyzing each medication incident
- Installing cameras and surveillance in all medication rooms
- Documenting medications on PointClickCare eMAR system (electronic medication administration system in the electronic health record called PCC)

### **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 our centres. It involves the implementation of policies and procedures, providing ongoing education, completing

audit processes and collaborating with key stakeholders. We have collaborated with Oak Valley Health and York Public Health to share best practices and develop innovative approaches to IPAC practices. By taking an evidence-based and proactive approach to infection prevention and control, we ensure the health and safety of our staff, residents and family members. Our IPAC approach includes the following:

1. Conducting regular hand hygiene, Personal Protective Equipment (PPE), and environmental audits
2. Providing education and training for essential caregivers, families, contractors, and staff
3. Implementing policies and procedures to maintain infection prevention and control
4. Establishing IPAC committees to consult best practices
5. Completing and sharing monthly reports during Operational Planning Meeting (OPM)

## 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 Markham is home to numerous residents from South Asia. In addition to staff who are able to speak the same language as our residents, we also provide food, activities, and environment layouts/decorations that are culturally appropriate to better meet residents' needs. For example, Corrom is a tabletop game that is very popular in the Indian subcontinent. It is one of the most frequently played tabletop games in our South Asian units (similar to Mahjong's popularity in our Chinese units). Residents often share and teach Corrom to others who have not played the game before.



This is a part of the inclusiveness that is created between different cultures.

Lunar New Year and Diwali are important cultural festivals for Yee Hong Markham residents. During these celebrations, Yee Hong Markham staff and residents take part in fun festivities together, including eating festive foods, enjoying music and singing together, and playing fun games and prize draws to name a few.

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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**Tracy Cheung**, Administrator /Executive Director

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**Julie Kwan**, Other leadership as appropriate

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