

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 22, 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 McNicoll (Yee Hong McNicoll) operates 155 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 224-bed long-term care centre in Scarborough. This new centre will help address Yee Hong's current multi-year waitlist and increase access to culturally and linguistically appropriate services to support the community's increasing needs especially Chinese Canadian seniors and their caregivers whose mother tongue is Cantonese and/or Mandarin.

Quality Improvement Model at Yee Hong

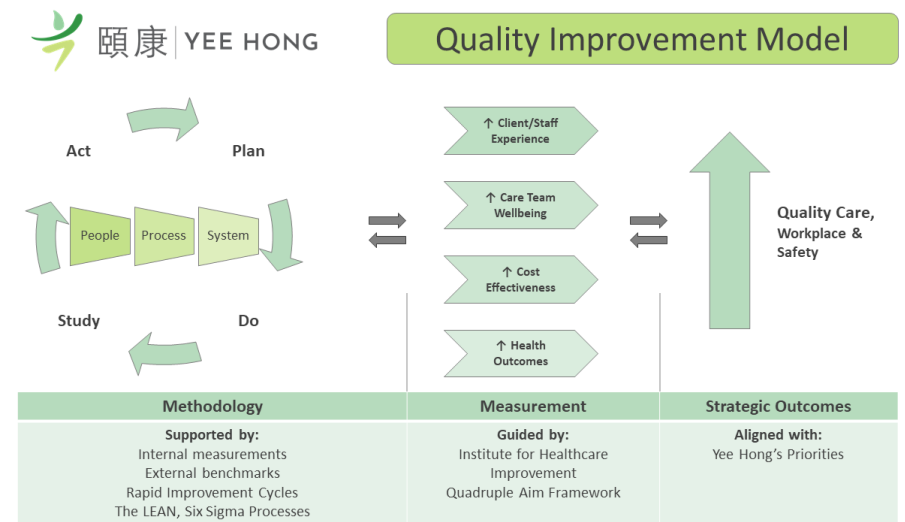
Yee Hong is committed to continuous quality improvement. Each year, we engage in quality improvement initiatives and client safety planning activities to meet or exceed the needs of our residents, clients, families and staff. The development, monitoring and planning of quality improvement and management 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

Contextual background: Yee Hong Scarborough McNicoll Centre's residents' profile (Source: Canadian Institute for Health Information (CIHI) 2021-2022 Your Health System)

Older than 85 (70.7%); Younger than 65 (1.1%); Residents with Dementia (60.3%); Residents with Congestive Heart Failure (9.8%); Female residents (68.5%)

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

Yee Hong McNicoll performed 1.3 to over 4 times better than Ontario Long-Term Care Home average in 7 of the 9 indicators measured and posted by CIHI in 2021-2022. While 26.3% experienced worsened physical functioning, given the profile of the residents (much older than Ontario long-term care home average), Yee Hong McNicoll was able to contribute to the improvement of 26.3% and maintenance of 47.4% of the senior in physical functioning.

Our 2022 Resident Experience Survey suggested to us that there was a remarkable reduction in positive score of resident involvement in decision making as compared to 2021 (71% in 2021 to 54% in 2022), despite 100% of the Yee Hong McNicoll Centre residents surveyed in 2022 agreeing that they were aware that they can offer suggestions to improve care and services.

A similar question was asked in a separate Family Experience Survey in October 2022: "How satisfied are you with staff at involving you in planning your family member's care?" The results were 88% and 91% in 2022 and 2021 respectively.

As per CIHI 2020 - 2021, reportedly, only 55% of Ontarians were involved in decision making and treatment options. While we are interested in understanding what caused the reduction in our positive score rate for resident involvement in decision making, we are also determined to launch initiatives to encourage residents in making decisions about their plan of care.

PATIENT/CLIENT/RESIDENT ENGAGEMENT AND PARTNERING

Yee Hong McNicoll was the host site of the 2022 Accreditation, which involved all four Yee Hong long-term care centers and our Community & Professional Services Division program. Yee Hong McNicoll's Executive Director led the Long-Term Care Standards Team and several McNicoll Centre colleagues/leaders were active participants in a number of Accreditation Teams, not to mention, a few of the residents, Resident Council members and Family Council Chair were also involved in the Accreditation Process. Yee Hong Centre was again awarded Accreditation Canada Exemplary Standing for 2022 to 2026. Additionally, throughout the pandemic period (March 2020 to present), Yee Hong Centre and Yee Hong McNicoll have organized regular virtual meetings with family members to raise their awareness and in provide a forum for families and caregivers to ask questions and engage in a live conversation with the Yee Hong team.

PROVIDER EXPERIENCE

Yee Hong's care team is comprised of diligent formal and informal leaders, as well as compassionate direct care teams and support staff who chose healing, caring for and protecting seniors as their vocation and calling. We are extremely grateful to our residents and families who have entrusted us with providing care to themselves or their loved ones, and such sacred trust is not something we take for granted at Yee Hong. As a result, our leaders and care teams work hard to turn obstacles into opportunities, and we continually identify areas for continued quality improvement to maintain and elevate our quality of care and services.

Yee Hong acknowledges leadership is critical to providing staff with

a frame of reference for what the organization stands for. Leadership matters most, especially in times of uncertainty. Leadership matters because lack of certainty leads to stress, and stress results in poor decisions. Poor decisions can lead to catastrophic consequences. Throughout the pandemic, formal and informal leaders at Yee Hong consistently demonstrated and practiced authentic leadership which has led to trusted teamwork and leading performance.

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, 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.

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.

Falls is the singular most frequently reported incidents; and potentially contributed to significant harm to residents/seniors. Yee Hong McNicoll performed 2.2 and 2.7 times better than Ontario average in the two Safety Indicators publicly reported in CIHI's Your Health Systems website in 2021 – 2022: (a) Falls in the last 30 days in Long-Term Care 7.6% versus 16.2% (Ontario average) and (b) Worsened Pressure Ulcer in Long-Term Care 0.9% versus 2.4% (Ontario average).

Internal data suggested an increase from 7.2% to 10.2% in terms of the total number of reported falls in 2022, which was caused in part by a number of residents who had experienced multiple falls. Yee Hong McNicoll is determined to launch initiatives to reduce residents falls, with a goal of 8% in 2023-2024.

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.

As Yee Hong's first long-term care centre which opened in 1994, Yee Hong McNicoll aims to meet the needs of Chinese Canadian seniors' needs and is one of the few designated ethnocultural long-

term care homes in Ontario. Continuing our determination to serve Chinese speaking seniors and to enhance both their quality of care and quality of life of the seniors overall, Yee Hong McNicoll is determined to meet their linguistic needs, food preference and culturally specific activities, to name a few. Furthermore, Yee Hong McNicoll's Executive Director is one of the core members of Yee Hong's EDI Team and has completed an Advanced Certificate in Health Equity, sponsored by the Scarborough Health Network in 2021. Currently, he is a member of the North York Toronto Health Partners OHT Health Equity Committee; and he provides advisory services for the Wiigwas Elders and Senior Care (Long-Term Care Home), a new non-profit organization that was created by Kenora Chiefs Advisory 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:



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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

Ivan Ip, Administrator /Executive Director

., Quality Committee Chair or delegate

Julie Kwan, Other leadership as appropriate
