



**Yee Hong Centre
For Geriatric Care**

頤康中心

**Semi-Annual Corporate Performance Report -
Linking YH values and mission with strategies**

Prepared by the
Senior Leaders for the
Board

November 2018



Dashboard: Indicator Results

MOHLTC/Health Quality Ontario

Indicator	Frequency	Target	Intended Direction	Previous Value	Current Value	Trend										
% Resident Falls	Quarterly	9%	↓	8.0%	8.5%	<table border="1"> <tr><th>Quarter</th><th>Value</th></tr> <tr><td>18Q1</td><td>8.5%</td></tr> <tr><td>17Q4</td><td>8.0%</td></tr> <tr><td>17Q3</td><td>8.9%</td></tr> <tr><td>17Q2</td><td>9.1%</td></tr> </table>	Quarter	Value	18Q1	8.5%	17Q4	8.0%	17Q3	8.9%	17Q2	9.1%
Quarter	Value															
18Q1	8.5%															
17Q4	8.0%															
17Q3	8.9%															
17Q2	9.1%															
% Residents in daily physical restraints	Quarterly	3%	↓	2.9%	2.9%	<table border="1"> <tr><th>Quarter</th><th>Value</th></tr> <tr><td>18Q1</td><td>2.9%</td></tr> <tr><td>17Q4</td><td>2.9%</td></tr> <tr><td>17Q3</td><td>2.8%</td></tr> <tr><td>17Q2</td><td>2.4%</td></tr> </table>	Quarter	Value	18Q1	2.9%	17Q4	2.9%	17Q3	2.8%	17Q2	2.4%
Quarter	Value															
18Q1	2.9%															
17Q4	2.9%															
17Q3	2.8%															
17Q2	2.4%															
% Residents with new or worsening pressure ulcers	Quarterly	1%	↓	1.4%	1.3%	<table border="1"> <tr><th>Quarter</th><th>Value</th></tr> <tr><td>18Q1</td><td>1.3%</td></tr> <tr><td>17Q4</td><td>1.4%</td></tr> <tr><td>17Q3</td><td>1.5%</td></tr> <tr><td>17Q2</td><td>1.5%</td></tr> </table>	Quarter	Value	18Q1	1.3%	17Q4	1.4%	17Q3	1.5%	17Q2	1.5%
Quarter	Value															
18Q1	1.3%															
17Q4	1.4%															
17Q3	1.5%															
17Q2	1.5%															
% Use of antipsychotics	Quarterly	19.4%	↓	17.9%	17.2%	<table border="1"> <tr><th>Quarter</th><th>Value</th></tr> <tr><td>18Q1</td><td>17.2%</td></tr> <tr><td>17Q4</td><td>17.9%</td></tr> <tr><td>17Q3</td><td>17.7%</td></tr> <tr><td>17Q2</td><td>17.7%</td></tr> </table>	Quarter	Value	18Q1	17.2%	17Q4	17.9%	17Q3	17.7%	17Q2	17.7%
Quarter	Value															
18Q1	17.2%															
17Q4	17.9%															
17Q3	17.7%															
17Q2	17.7%															
% Avoidable ER Visit	Quarterly	7.8%	↓	4.02%	5.52	<table border="1"> <tr><th>Quarter</th><th>Value</th></tr> <tr><td>18Q1</td><td>5.5%</td></tr> <tr><td>17Q4</td><td>4.0%</td></tr> <tr><td>17Q3</td><td>5.0%</td></tr> <tr><td>17Q2</td><td>4.4%</td></tr> </table>	Quarter	Value	18Q1	5.5%	17Q4	4.0%	17Q3	5.0%	17Q2	4.4%
Quarter	Value															
18Q1	5.5%															
17Q4	4.0%															
17Q3	5.0%															
17Q2	4.4%															

Dashboard: Indicator Results

Resident/Client

Indicator	Frequency	Target	Intended Direction	Previous Value 2017	Current Value 2018	Trend								
Resident recommends Yee Hong %	Annually	90%	↑	94.2%	93.9%	<table border="1"> <tr><td>2016</td><td>2017</td><td>2018</td></tr> <tr><td>93.3</td><td>94.2</td><td>93.9</td></tr> </table>	2016	2017	2018	93.3	94.2	93.9		
2016	2017	2018												
93.3	94.2	93.9												
Resident feels being able to speak up about the home (or express opinion without fear of consequences) %	Annually	90%	↑	97.5%	94.6%	<table border="1"> <tr><td>2015</td><td>2016</td><td>2017</td><td>2018</td></tr> <tr><td>62.2</td><td>63.4</td><td>97.5</td><td>94.6</td></tr> </table>	2015	2016	2017	2018	62.2	63.4	97.5	94.6
2015	2016	2017	2018											
62.2	63.4	97.5	94.6											
Resident perceived adequacy of staffing % (without prolonged waiting)	Annually	80%	↑	62.2%	50.8%	<table border="1"> <tr><td>2015</td><td>2016</td><td>2017</td><td>2018</td></tr> <tr><td>67.7</td><td>75.5</td><td>62.2</td><td>50.8</td></tr> </table>	2015	2016	2017	2018	67.7	75.5	62.2	50.8
2015	2016	2017	2018											
67.7	75.5	62.2	50.8											
Family recommends Yee Hong %	Annually	90%	↑	99.3%	96.4%	<table border="1"> <tr><td>2016</td><td>2017</td><td>2018</td></tr> <tr><td>99.1</td><td>99.3</td><td>96.4</td></tr> </table>	2016	2017	2018	99.1	99.3	96.4		
2016	2017	2018												
99.1	99.3	96.4												
Family rating of the overall quality of care and services [very good and good] %	Annually	85%	↑	86.4%	84.6%	<table border="1"> <tr><td>2015</td><td>2016</td><td>2017</td><td>2018</td></tr> <tr><td>87.2</td><td>86.6</td><td>86.4</td><td>84.6</td></tr> </table>	2015	2016	2017	2018	87.2	86.6	86.4	84.6
2015	2016	2017	2018											
87.2	86.6	86.4	84.6											
Community client satisfaction % (2017) with Yee Hong's ability to provide culturally appropriate services	Annually	95%	↑	99.6%	99.5%	<table border="1"> <tr><td>17</td><td>99.5</td></tr> <tr><td>16</td><td>99.6</td></tr> <tr><td>15</td><td>98.5</td></tr> </table>	17	99.5	16	99.6	15	98.5		
17	99.5													
16	99.6													
15	98.5													
Same day home support services post hospital discharge (2017)	Annually	100%	↑	100.0%	100%	<table border="1"> <tr><td>17</td><td>100</td></tr> <tr><td>16</td><td>100</td></tr> </table>	17	100	16	100				
17	100													
16	100													

Dashboard: Indicator Results

Employee, Financial, and Information Systems

Indicator	Frequency	Target	Intended Direction	Previous Value	Current Value	Trend										
*Financial Indicators (Target, Values, and Trend) were based on Jan – Jun 2018																
% Employee Lost Time Incidents	Semi-annually	0.81 per 100 Employees	↓	0.43 per 100 Employees (2016)	0.17 per 100 employees (Jan-Jun 2018)	<table border="1"> <caption>% Employee Lost Time Incidents</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>15</td> <td>0.15</td> </tr> <tr> <td>16</td> <td>0.45</td> </tr> <tr> <td>17</td> <td>0.0</td> </tr> </tbody> </table>	Year	Value	15	0.15	16	0.45	17	0.0		
Year	Value															
15	0.15															
16	0.45															
17	0.0															
% Engaged employee (composite score of 6 survey questions)	Annually	73.0%	↑	2016 73.0%	2017 65.9%	<table border="1"> <caption>% Engaged employee</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>15</td> <td>73%</td> </tr> <tr> <td>17</td> <td>66%</td> </tr> </tbody> </table>	Year	Value	15	73%	17	66%				
Year	Value															
15	73%															
17	66%															
*Total Margin %	Semi-annually	1.9%	↑	4.3% As of Dec 31, 2017	5% As of Jun 2018	<table border="1"> <caption>*Total Margin %</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>16</td> <td>1.1</td> </tr> <tr> <td>17</td> <td>4.3</td> </tr> <tr> <td>18</td> <td>5</td> </tr> </tbody> </table>	Year	Value	16	1.1	17	4.3	18	5		
Year	Value															
16	1.1															
17	4.3															
18	5															
*Current Ratio %	Semi-annually	80%	↑	85.6% As of Dec 31, 2017	104% As of Jun 2018	<table border="1"> <caption>*Current Ratio %</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>16</td> <td>83.8</td> </tr> <tr> <td>17</td> <td>85.6</td> </tr> <tr> <td>18</td> <td>104</td> </tr> </tbody> </table>	Year	Value	16	83.8	17	85.6	18	104		
Year	Value															
16	83.8															
17	85.6															
18	104															
Number of systems/services below availability target	Quarterly	0	↓	3 (2018Q2)	1 (2018 Q3)	<table border="1"> <caption>Number of systems/services below availability target</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>17Q4</td> <td>4</td> </tr> <tr> <td>18Q1</td> <td>5</td> </tr> <tr> <td>18Q2</td> <td>3</td> </tr> <tr> <td>18Q3</td> <td>1</td> </tr> </tbody> </table>	Quarter	Value	17Q4	4	18Q1	5	18Q2	3	18Q3	1
Quarter	Value															
17Q4	4															
18Q1	5															
18Q2	3															
18Q3	1															

Narrative: Performance Overview

Achievements and Opportunities

- Yee Hong performs better than the targeted value as demonstrated by the Safety indicators current values and trends (% Resident Falls, % Use of antipsychotics, % Avoidable ER visit, % Daily physical restraints).
- 2018 surveys suggest that our residents and their families are satisfied with Yee Hong overall quality of care and services and would recommend Yee Hong to others.
- 99.3% resident feels being able to express opinion without fear of consequences. This represents over 57% improvement from 2016.
- Less than 51% of the residents perceived current staffing is adequate to meet their needs. This represents a reduction of nearly 18% from 2017
- In 2017, Social Services Division's Community Support (Adult Day Program and Congregate Dining) and Home Support Program achieved an overall satisfaction rates of 88% and 99% respectively.
- The invitation of client/resident and family member representatives to chat openly at the quarterly (Board) Quality Committee at their site has presented a forum for genuine and engaged dialogue. The Board has approved the introduction of a Family Member at Large (FMAL) to the Quality Committee.

Narrative: Performance Overview

Achievements and Opportunities

- Yee Hong performed better than budget (on a Q2 2018 YTD basis) on total margin % and net cash requirement, and is forecasted to continue this strong performance for the rest of the year.
- Employee Lost Time Incidents (Jan-Jun) favorable to target; Engagement Score below target (2015 baseline) but favorable to healthcare organization benchmark of 57.9%
- Employee engagement survey to be conducted for 2018 to assess work experience of staff, identify strengths & opportunities for improvement, support excellent client service, and compare results with other healthcare organizations
- Q2 2018 system availability below target. However, there is significant improvement from previous quarter.

APPENDIX

Performance Indicators

Categories	Indicators	Quality Dimensions	Reporting Period
MOHLTC/ Health Quality Ontario	<ul style="list-style-type: none"> - Potentially avoidable emergency department visits % - Residents falls % - Daily physical restraints % - New or worsening stage 2 to 4 pressure ulcers - % Use of antipsychotics 	<ul style="list-style-type: none"> Effective Safe Resident-centred, Safe Safe Safe 	<ul style="list-style-type: none"> June, Dec June, Dec June, Dec June, Dec June, Dec
Resident/ Client	<ul style="list-style-type: none"> - Resident recommends Yee Hong % - Resident feels being able to speak up about the home % - Resident satisfied with Yee Hong's culturally appropriate services % - Family recommends Yee Hong % - Family rates overall quality of care and services % - Community client satisfaction % - Same day home support services post hospital discharge 	<ul style="list-style-type: none"> Resident-centred Resident-centred Resident-centred Client-centred Client-centred Client-centred Client-centred, efficient 	<ul style="list-style-type: none"> Dec Dec Dec Dec Dec Dec June June
Employee	<ul style="list-style-type: none"> - Lost-time injury rate % - Engaged employee % 	<ul style="list-style-type: none"> Safe Employee-centred 	<ul style="list-style-type: none"> June, Dec Dec
Financial	<ul style="list-style-type: none"> - Total Margin % - Current Ratio % 	<ul style="list-style-type: none"> Fiscal health Financial liquidity 	<ul style="list-style-type: none"> June, Dec
Information Systems	<ul style="list-style-type: none"> - Number of systems/services below availability target 	<ul style="list-style-type: none"> Available, efficient 	<ul style="list-style-type: none"> June, Dec

Performance Indicators Description

Indicator	Description
% Potentially avoidable ER Visit	Number of ER visits per 100 LTC residents
% Resident Falls	% LTC residents who fell in the last 30 days
% Daily physical restraints	% residents who were physically restrained on a daily basis
% New or worsening stage 2 to 4 pressure ulcers	% of residents who developed a stage 2 to 4 pressure ulcer or had a pressure ulcer that worsened since previous assessment
% Use of antipsychotics	% residents on antipsychotics without a diagnosis of psychosis
% Resident Recommending YH	% residents responding positively to “would you recommend Yee Hong to others?”
% Resident feels being able to speak up about the home	% residents feel who can express their opinion without fear of consequences
% Resident satisfied with Yee Hong’s culturally appropriate services	% Resident satisfied with Yee Hong’s culturally appropriate services
% Resident’s family recommends Yee Hong to others	% Resident’s family recommends Yee Hong to others
% Resident’s family overall satisfaction with Yee Hong’s quality of care and services	Resident’s family rating of their overall satisfaction with Yee Hong’s quality of care and services, %
% Community Client Satisfaction rate	Satisfaction level of community client, %
% Community client received same day home support services post hospital discharge	% Community client received same day home support services post hospital discharge

Performance Indicators Description

Indicator	Description
Employee Lost Time Incidents rate %	Number of lost time incidents per 100 employees
% Engaged Employee	<p>Composite employee engagement score based on 6 questions from annual employee survey</p> <ol style="list-style-type: none"><i>I am proud to tell others I am part of this organization</i><i>I find that my values and the organization's values are similar.</i><i>This organization really inspires the very best in me in the way of job performance</i><i>How frequently do you look forward to going to work?</i><i>Overall, how satisfied are you with your job?</i><i>Overall, how would you rate your organization as a place to work?</i>
Total Margin %	Net income divided by Revenues * 100%
Current Ratio	Current Assets to Current Liabilities
Number of systems/services below availability target	Number of systems/services below availability target of zero

BACKGROUND INFORMATION ABOUT YH'S STRATEGIES (2016 – 2021)

Yee Hong Strategy Map

Linking YH values and mission with strategies

Supported by enablers, our strategic directions help us realize our vision

Our strategic goals help us advance our strategic directions

Through a collaborative effort, indicators are developed to measure results and performance of our inter-related strategic goals and objectives. These indicators are presented in the form of a Corporate Scorecard

Our mission and values guide us

Achieving our Vision: Yee Hong will be the model of excellence in culturally appropriate seniors' care

Strategic Directions

Improve Client Experience Across All Programs

Maintain Financial Sustainability

Broaden Services to Meet the Emerging Needs of Aging Seniors

Put our Knowledge to Work Improving the System

Strategic Enablers: People and Information Technology

Strategic Goals

Promote a quality culture throughout Yee Hong
Develop a framework for engaging clients of Yee Hong and their families in advancing a quality agenda

Balance social impact and sustainability
Develop social enterprise capacity

Explore new means for delivering services to an increasingly complex client population
Develop organization capacity to support an expanded range of service offering

Enhance capacity of knowledge exchange enterprises
Make effective contributions to public policy development processes
Build a strong network of partners to meet the organization's goals

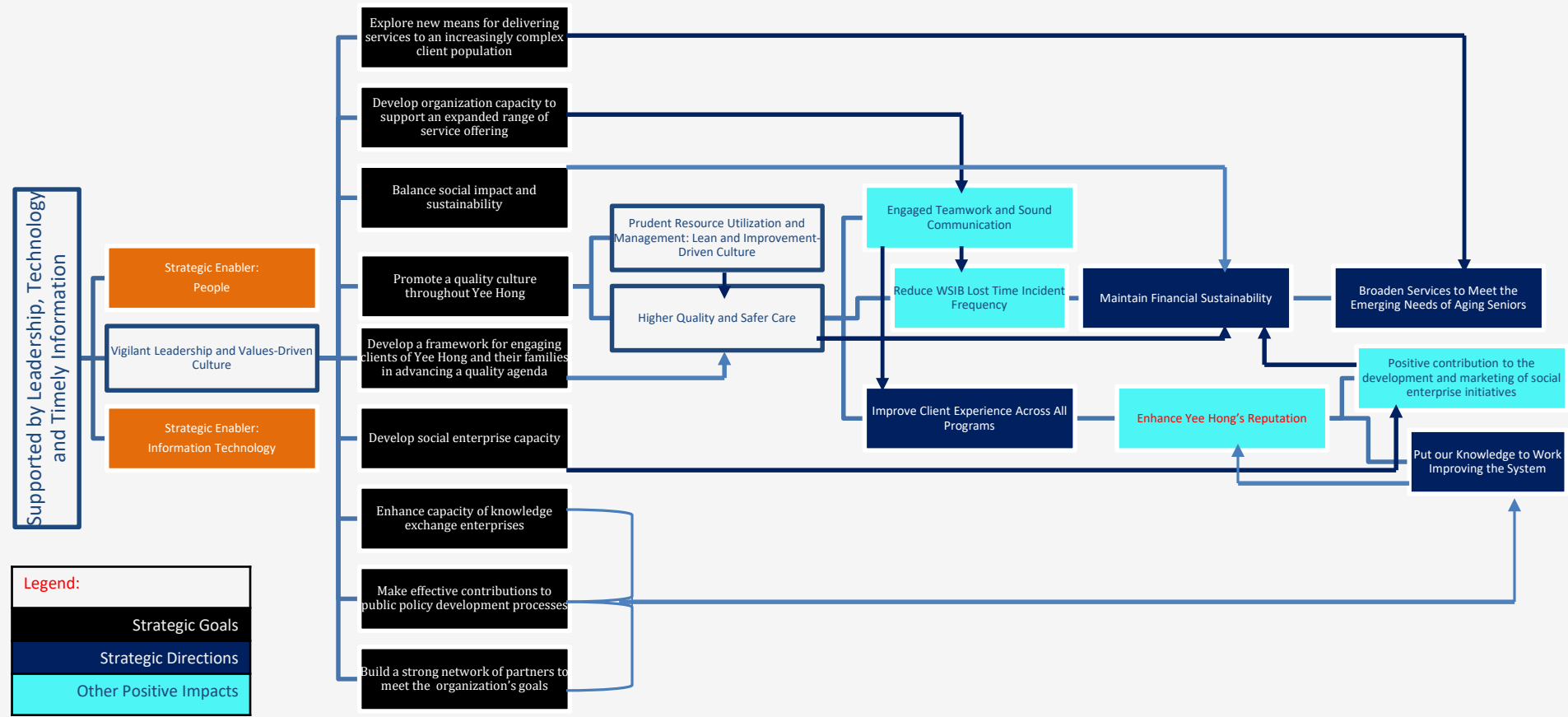
Our Mission: With strong roots in the Chinese Canadian community, Yee Hong enables Chinese-Canadian and other seniors to live their lives to the fullest – healthy, independent and dignified. We provide a continuum of excellent, culturally appropriate care.

Our Values: Respect, Compassion, Commitment, Excellence, Teamwork, Integrity and accountability



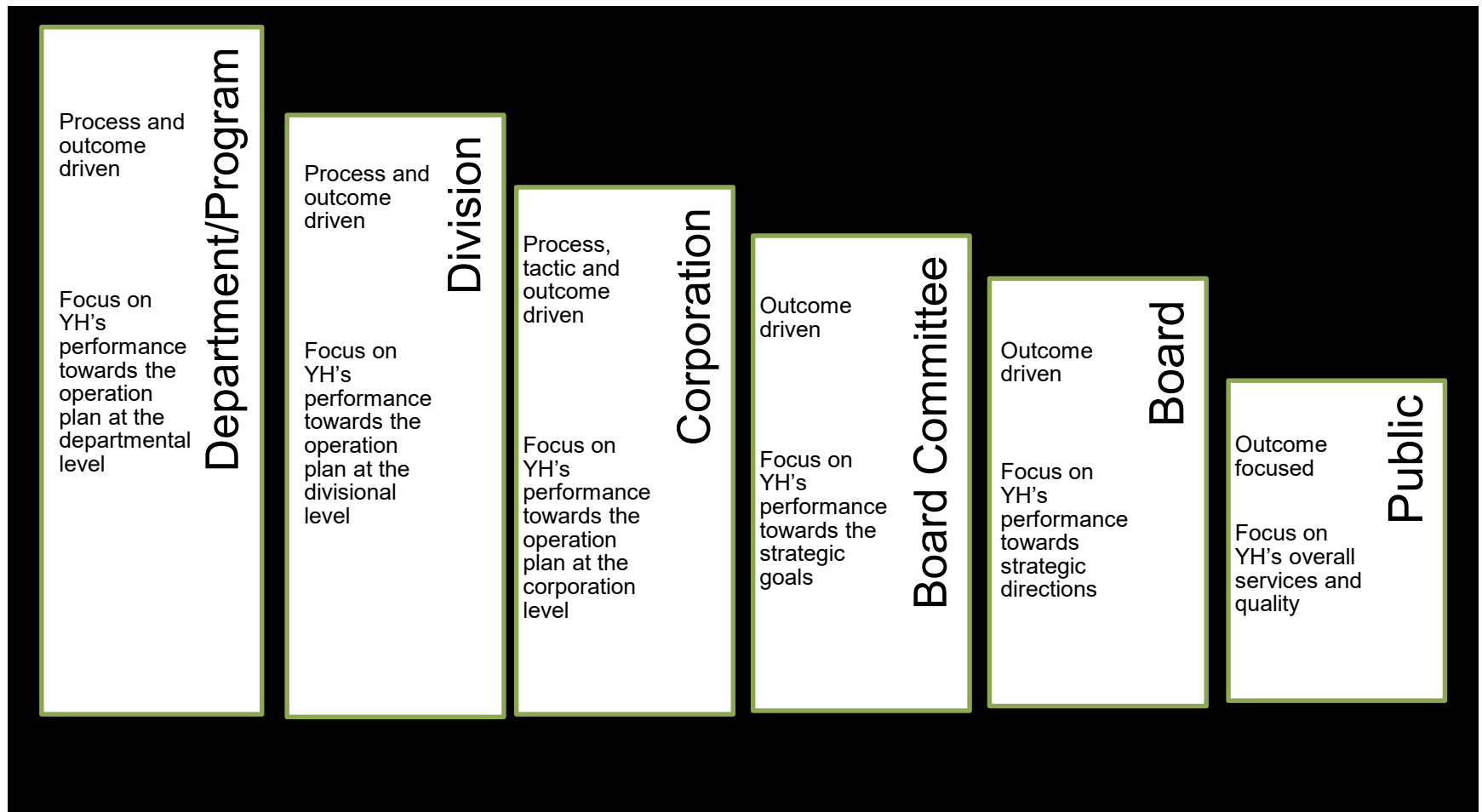
The Inter-relatedness of YH Strategies

Linking strategies with positive impacts



Performance Monitoring & Reporting

Connecting the dots



Levels of YH Performance Reporting

Overall Summary

Reporting Domains	Operations Level (Management)	Strategy Level (Governance)	Public Level (YEEHONG.COM)
Strategic Directions			
Broaden Service to meet emerging needs of seniors	Detailed/comprehensive operations level indicators linked to: <ul style="list-style-type: none"> • Operations plan • Quality Improvement Plan • Enterprise Management Framework Used by the Management Team (Departmental/Divisional Level) and Senior Leadership Council (SLC) to monitor progress on an ongoing basis	High level aggregate or composite indicators pre-approved by respective committees of the Board	Higher level overview of indicators derived from that reported to the Board
Improve client experience across all programs		Indicators reported to and reviewed by the Committees	Intended for informing the public about organizational performance
Put our knowledge to work improving the system		Reported to the Board Semi-annually	Posted/updated on YEEHONG.COM semi-annually
Maintain financial sustainability			
Strategic Enablers			
People	<i>Same as above</i>	<i>Same as above</i>	<i>Not reported publicly</i>
Technology			

