



**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

December 12, 2017



# Dashboard: Indicator Results

## MOHLTC/Health Quality Ontario

Indicator	Frequency	Target	Intended Direction	Previous Value	Current Value	Trend										
% Resident Falls	Quarterly	9%	↓	8.8%	9.1%	<table border="1"> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> <tr> <td>16Q2</td> <td>7.90%</td> </tr> <tr> <td>16Q3</td> <td>8.60%</td> </tr> <tr> <td>16Q4</td> <td>8.80%</td> </tr> <tr> <td>17Q1</td> <td>9.10%</td> </tr> </table>	Quarter	Value (%)	16Q2	7.90%	16Q3	8.60%	16Q4	8.80%	17Q1	9.10%
Quarter	Value (%)															
16Q2	7.90%															
16Q3	8.60%															
16Q4	8.80%															
17Q1	9.10%															
% Residents in daily physical restraints	Quarterly	3%	↓	2.3%	2.4%	<table border="1"> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> <tr> <td>16Q2</td> <td>2.4</td> </tr> <tr> <td>16Q3</td> <td>2.3</td> </tr> <tr> <td>16Q4</td> <td>2.3</td> </tr> <tr> <td>17Q1</td> <td>2.4</td> </tr> </table>	Quarter	Value (%)	16Q2	2.4	16Q3	2.3	16Q4	2.3	17Q1	2.4
Quarter	Value (%)															
16Q2	2.4															
16Q3	2.3															
16Q4	2.3															
17Q1	2.4															
% Residents with new or worsening pressure ulcers	Quarterly	1%	↓	1.6%	1.5%	<table border="1"> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> <tr> <td>16Q2</td> <td>1.4</td> </tr> <tr> <td>16Q3</td> <td>1.6</td> </tr> <tr> <td>16Q4</td> <td>1.6</td> </tr> <tr> <td>17Q1</td> <td>1.5</td> </tr> </table>	Quarter	Value (%)	16Q2	1.4	16Q3	1.6	16Q4	1.6	17Q1	1.5
Quarter	Value (%)															
16Q2	1.4															
16Q3	1.6															
16Q4	1.6															
17Q1	1.5															
% Use of antipsychotics (Ministry/HQO Priority Indicator)	Quarterly	19.4%	↓	17.9%	17.7%	<table border="1"> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> <tr> <td>16Q2</td> <td>18.7%</td> </tr> <tr> <td>16Q3</td> <td>18.5%</td> </tr> <tr> <td>16Q4</td> <td>17.9%</td> </tr> <tr> <td>17Q1</td> <td>17.7%</td> </tr> </table>	Quarter	Value (%)	16Q2	18.7%	16Q3	18.5%	16Q4	17.9%	17Q1	17.7%
Quarter	Value (%)															
16Q2	18.7%															
16Q3	18.5%															
16Q4	17.9%															
17Q1	17.7%															
% Avoidable ER Visit (Ministry/HQO Priority Indicator)	Quarterly	7.7%	↓	3.8%	3.8%	<table border="1"> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> <tr> <td>16Q2</td> <td>5.4</td> </tr> <tr> <td>16Q3</td> <td>5</td> </tr> <tr> <td>16Q4</td> <td>3.8</td> </tr> <tr> <td>17Q1</td> <td>3.8</td> </tr> </table>	Quarter	Value (%)	16Q2	5.4	16Q3	5	16Q4	3.8	17Q1	3.8
Quarter	Value (%)															
16Q2	5.4															
16Q3	5															
16Q4	3.8															
17Q1	3.8															

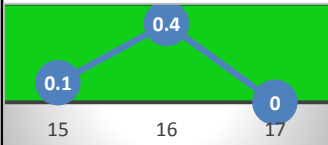
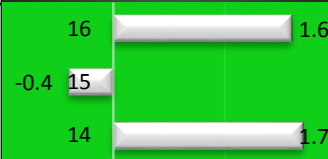
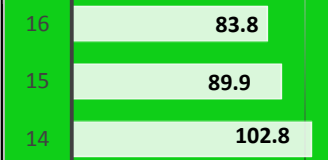
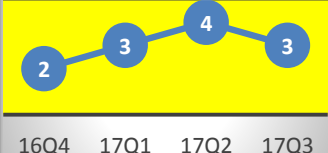
# Dashboard: Indicator Results

## Resident/Client

Indicator	Frequency	Target	Intended Direction	Previous Value 2016	Current Value 2017	Trend								
Resident recommends Yee Hong %	Annually	90%	↑	93.3%	94.2%	<table border="1"> <tr><td>2015</td><td>87.7</td></tr> <tr><td>2016</td><td>93.3</td></tr> <tr><td>2017</td><td>94.2</td></tr> </table>	2015	87.7	2016	93.3	2017	94.2		
2015	87.7													
2016	93.3													
2017	94.2													
Resident feels being able to speak up about the home (or express opinion without fear of consequences) %	Annually	90%	↑	63.4%	97.5%	<table border="1"> <tr><td>2014</td><td>54.2</td></tr> <tr><td>2015</td><td>62.2</td></tr> <tr><td>2016</td><td>63.4</td></tr> <tr><td>2017</td><td>97.5</td></tr> </table>	2014	54.2	2015	62.2	2016	63.4	2017	97.5
2014	54.2													
2015	62.2													
2016	63.4													
2017	97.5													
Resident perceived adequacy of staffing % (without prolonged waiting)	Annually	80%	↑	75.5%	62.2%	<table border="1"> <tr><td>2014</td><td>85.7</td></tr> <tr><td>2015</td><td>67.7</td></tr> <tr><td>2016</td><td>75.5</td></tr> <tr><td>2017</td><td>62.2</td></tr> </table>	2014	85.7	2015	67.7	2016	75.5	2017	62.2
2014	85.7													
2015	67.7													
2016	75.5													
2017	62.2													
Family recommends Yee Hong %	Annually	90%	↑	99.1%	99.3%	<table border="1"> <tr><td>2015</td><td>96.8</td></tr> <tr><td>2016</td><td>99.1</td></tr> <tr><td>2017</td><td>99.3</td></tr> </table>	2015	96.8	2016	99.1	2017	99.3		
2015	96.8													
2016	99.1													
2017	99.3													
Family rating of the overall quality of care and services [very good and good] %	Annually	85%	↑	86.6%	86.4%	<table border="1"> <tr><td>2014</td><td>86.4</td></tr> <tr><td>2015</td><td>87.2</td></tr> <tr><td>2016</td><td>86.6</td></tr> <tr><td>2017</td><td>86.4</td></tr> </table>	2014	86.4	2015	87.2	2016	86.6	2017	86.4
2014	86.4													
2015	87.2													
2016	86.6													
2017	86.4													
Community client satisfaction % (2016)	Annually	95%	↑	99.6%	2017 Available Apr 2018	<table border="1"> <tr><td>2014</td><td>98.3</td></tr> <tr><td>2015</td><td>98.5</td></tr> <tr><td>2016</td><td>99.6</td></tr> </table>	2014	98.3	2015	98.5	2016	99.6		
2014	98.3													
2015	98.5													
2016	99.6													
Same day home support services post hospital discharge (2016)	Annually	100%	↑	100.0%	2017 Available Apr 2018	<table border="1"> <tr><td>2016</td><td>100</td></tr> <tr><td>2015</td><td>100</td></tr> <tr><td>2014</td><td>100</td></tr> </table>	2016	100	2015	100	2014	100		
2016	100													
2015	100													
2014	100													

# Dashboard: Indicator Results

## Employee, Financial, and Information Systems

Indicator *Financial Indicators (Target, Values, and Trend) were based on Jan – Jun 2017	Frequency	Target	Intended Direction	Previous Value	Current Value	Trend
% Employee Lost Time Incidents	Semi-annually	0.81 per 100 Employees	↓	0.43% (2016)	0 (Jan – Jun 2017)	
% Engaged employee	Annually	73.0%	↑	73.0% (2015)	2017 survey: 65.9%	2015 baseline data
*Total Margin %	Semi-annually	1.4%	↑	1.6%	4.3%	
*Current Ratio %	Semi-annually	80%	↑	83.8%	85.6%	
Number of systems/services below availability target	Quarterly	0	↓	4 (2017Q2)	3 (2017 Q3)	

# 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).
- 2017 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.
- 91% resident feels being able to express opinion without fear of consequences. This represents over 53% improvement from 2016.
- Less than 63% of the residents perceived current staffing is adequate to meet their needs. This represents a reduction of nearly 18% from 2016
- 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.
- Yee Hong performed better than budget (on a Q2 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 & Paid Sick Days (Jan to June) favourable to target; Voluntary Turnover (Jan to June) trending above target; Engagement Score below target (2015 baseline) but favourable to healthcare organization benchmark of 57.9%

# Narrative: Performance Overview

## Achievements and Opportunities

- Yee Hong Centre Scarborough Residential Hospice to be opened in year 2019:
  - Fundraising and donor campaign launched in November 2017
  - Received Central East LHIN funding for Project Manager
  - Began Hospice Capital Program (Stage 1 complete, engaged with MOHLTC for Stage 2)
  - Urgent need to move forward on project governance (steering committee), project planning (master schedule), procurement and implementation schedules
- Engaged in discovery process and discussions for Long-Term Care @ Home proposal; updated service offering proposal based on feedback
- Developed 3 public policy statements; Invited to various association meetings and consultations for health and social service policies
- Engaged in Scarborough-Agincourt by-election all-candidates campaign
- Employee engagement survey conducted to assess work experience of staff, identify strengths & opportunities for improvement, support excellent client service, and compare results with other healthcare organizations