

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

April 5, 2024

## 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 early construction phase of building a new 224-bed long-term care centre near the current Yee Hong Finch Centre. It 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 native language is Cantonese and/or Mandarin.

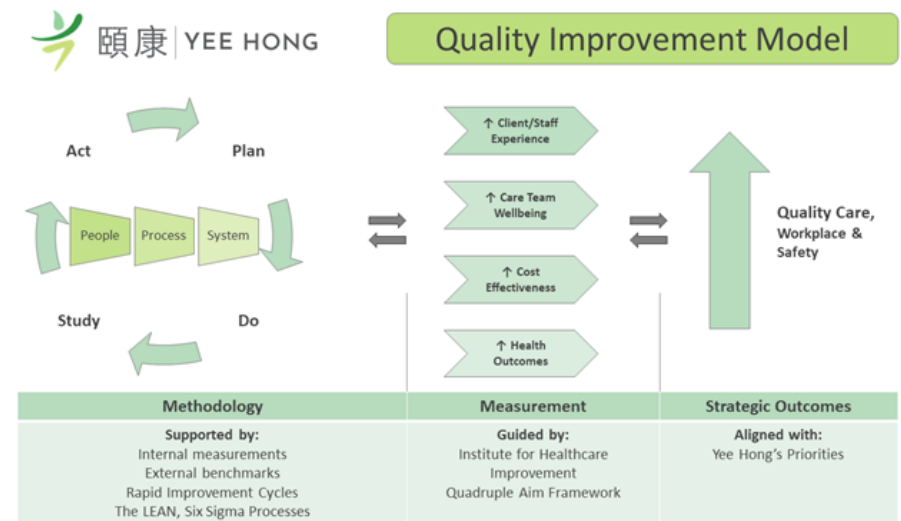
## Quality Improvement Model at Yee Hong

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) 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:



## ACCESS AND FLOW

Yee Hong McNicoll Nursing leadership and administration support staff work collaboratively and cooperatively with the Central East Home and Community Care Support Services to facilitate the flow and the admission of appropriate residents to the home from either their current living residence or the hospital. The median age of the McNicoll residents is 89 while the Ontario average is 81. McNicoll residents have an average of length of stay of about 4.8 years while the Ontario average is 1.5 years. These factors, coupled with an occupancy rate of 97% to 98% and the interest in our culturally appropriate services has contributed, in part, to a lengthy waitlist more than 2,900. Due to the older age, longer length of stay and living longer impacts the access and flow overall.

Yee Hong McNicoll has undertaken a series of strategic initiatives aimed at improving patient access and ensuring timely and comprehensive healthcare delivery. One key initiative involves increasing accessibility by providing Nurse Practitioner services, complementing the 24/7 access to medical doctors. This expanded availability facilitates a broader range of primary care services, allowing for timely assessments and interventions.

Mobile imaging and lab services and vendor partnerships can meet residents' urgent needs by allowing for early diagnosis and treatment. Early diagnosis is key to initiating appropriate treatments promptly, potentially preventing complications and improving patient outcomes. This improved urgent service enhances the overall efficiency and effectiveness of healthcare delivery.

## EQUITY AND INDIGENOUS HEALTH

Fundamentally, one of the purposes of Yee Hong as an organization is 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 home and community, long-term care, and hospice settings to optimize their physical, mental, psycho-social, and spiritual well-being. Yee Hong also builds organization and system capacity and develops capability 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 removing 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 primarily aims to meet the unmet 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 who has completed an Advance Certificate in Health Equity, sponsored by the Scarborough Health Network in 2021. As requested by the Scarborough Network, he is mentoring a hospital manager in a Quality Improvement Project through the Health Equity lens, a requirement to fulfil their Health Equity Certificate Program. Over two years, he has provided and continues to provide advisory services for the Wiigwas Elders and Senior Care, Long-Term Care Home owned and operated by the Kenora Chiefs Advisory.



*Adapted from: Registered Nurses' Association Best Practice Guideline on Embracing Cultural Diversity in Health Care: Developing Cultural Competence*

## PATIENT/CLIENT/RESIDENT EXPERIENCE

Resident and family satisfaction surveys are administered annually to seek their feedback on our performance. We develop and implement actions according to the survey results. The 2023 resident satisfaction surveys were conducted from October 16 to 20, 2023, and the survey results yielded an overall average satisfaction score of 94%. The participated residents awarded McNicoll Centre 100% satisfaction concerning the ability to provide culturally appropriate services.

The family satisfaction surveys were conducted between September 28 and November 17, 2023, and the rate of overall satisfaction with the quality of care and services provided to their family members was 95%. The participated family members also awarded McNicoll Centre 99% concerning the ability to provide

culturally appropriate services. The result was consistent with the Resident experience.

The 2023 resident and family satisfaction survey results with the action plans were shared at the residents' council on January 30, 2024, and the family's council on March 25, 2024. The 2023 Quality Improvement work plan and narrative were shared with the residents' council and the family council in March 2024 and the final approved version will be shared in April 2024.

Yee Hong held regular virtual town halls with family members to updates and information about Yee Hong's Strategic plan and current events.

The 2023 resident and family satisfaction survey results along with the corresponding action plans were presented to our staff during the meeting held on February 13, 2024. Furthermore, copies of the survey results were posted in the home on March 28, 2024, ensuring that all stakeholders have access to this valuable information.

## PROVIDER EXPERIENCE

Yee Hong McNicoll's interprofessional team is comprised of diligent formal and informal leaders, as well as compassionate direct care teams and support services 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 formal and informal leaders, physicians, care teams and volunteers 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. Throughout the pandemic and outbreaks, 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 care team is functioning in a stressful environment, Yee Hong implemented various strategies to promote staff wellness and engagement:

- Maintained Employee and Family Assistance Program (EFAP) to provide additional support to staff
- Promoted staff wellness activities during Occupational Health and Safety Week, created a "Wellness Corner" for staff, and formed focus groups to explore staff experiences at Yee Hong
- Organized events and celebrations, including Nursing Week celebrations, National Infection Prevention and Control Week, Yee Hong's Anniversary, and Staff Appreciation Celebration
- Celebrated Cultural festivities, including Lunar New Year and Seasonal holiday events

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.

## SAFETY

At Yee Hong, our resident's safety is of utmost priority. We are dedicated to providing a safe and secure environment for our residents and take this responsibility seriously. We are committed to following all safety protocols to ensure resident safety and wellbeing, including training our staff, conducting regular audits, and implementing comprehensive resident safety policies and procedures, such as our falls prevention program, medication safety, and Infection Prevention and Control program. 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.

### Risk Management

Resident safety is our priority. Yee Hong is committed to improving the safety and quality of care provided to our residents and clients. With the incident reporting system - Risk Management, 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 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 1.9, 3.0 and 4.2 times better than Ontario average in the three Safety Indicators publicly reported in CIHI's Your Health Systems website in 2022 – 2023: (a) Falls in the last 30 days in Long-Term Care 8.7% versus 16.5% (Ontario average), (b) Worsened Pressure Ulcer in Long-Term Care 0.8% versus 2.4% (Ontario average), and (c) Worsened depressive mood 5.0% versus 20.8% (Ontario average).

Internal data suggested over the past year a decrease from 10.2% (in 2022) to 7.9% in terms of the total number of reported falls in 2023. Yee Hong McNicoll is determined to launch initiatives to maintain or further reduce residents falls, with a goal of no more than 8% in 2024-2025.

### 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 Scarborough Health Network IPAC Hub 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.

### Medication Safety

We are collaborating with our Pharmacy vendor 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 the electronic medication administration record (eMAR) system

### Workplace Violence

Preventing workplace violence is a top priority at Yee Hong, despite its infrequent occurrence. Our primary focus is to ensure the safety of every resident and staff member, treating reports of violence with utmost seriousness.

- Establishing comprehensive policies and procedures, including staff training, risk monitoring, and annual Code White training and drills to proactively address and de-escalate potential incidents.
- Reporting immediately to the division's Executive Director and the corporate Joint Health & Safety Committee in the event of workplace violence, Conducting investigations and findings promptly.
- Adhering policies and procedures, such as the Zero Tolerance of Abuse Policy, Code White Policy, and Electronic Incident Reporting System.
- Providing regular training in prevention and de-escalation techniques, including Code White training, Gentle Persuasive Approach (GPA) training, etc.
- Leveraging an interdisciplinary team collaboration approach to address these incidents effectively, including nursing staff, Activation staff, Social Worker, Spiritual and Religious Care Practitioner, Pharmacist, and external partners.

### Emergency Preparedness

We recognize the critical importance of emergency preparedness. Anticipating a wide spectrum of unplanned events both internal and external. We developed a comprehensive policy to ensure that we respond timely and effectively. Our commitment extends to our residents, clients, employees, and other stakeholders. Our approach encompasses these key principles:

- We maintain appropriate emergency response plans that provide clear guidance for responding to potential emergencies.
- Our emergency preparedness aligns with local health system and



sector-specific plans. Staff participate in external planning forums, including regional pandemic preparedness committees.

- Regular drills and practices evaluate readiness for various emergencies (e.g., loss of services, fires, medical crises, natural disasters, infectious diseases). We maintain annual testing ensures preparedness.

## POPULATION HEALTH APPROACH

Yee Hong McNicoll has demonstrated a proactive and collaborative approach in working with healthcare partners to meet the diverse needs of the population. Participation in roundtable discussions with other Long-term care homes and Scarborough Health Network (SHN) highlights Yee Hong McNicoll's commitment to infection prevention and control. By collaborating with peers and the broader healthcare community, the organization contributes to a collective effort to enhance preparedness and situational awareness, ensuring a robust response to health challenges.

Yee Hong McNicoll Centre's Executive Director co-chairs the SHN/Long-Term Care Home/Retirement Home Committee since 2019, with a Director of SHN. This Committee serves to bring all 22 LTC Home leaders, Retirement Homes Representatives, SHN, Toronto Public Health, Home and Community Care Support Services (HCCSS), and physicians together to discuss and address impactful issues. This monthly meeting also serves to create working groups in generating and sharing learning opportunities collectively in creating a Community of Practice (CoP) and in building system level capacity and capability.

## 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

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Board Chair / Licensee or delegate

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Administrator /Executive Director

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Quality Committee Chair or delegate

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Other leadership as appropriate

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