

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 - 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 early construction phase of building a new 224-bed long-term care centre near the current Yee Hong Finch Centre. 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.

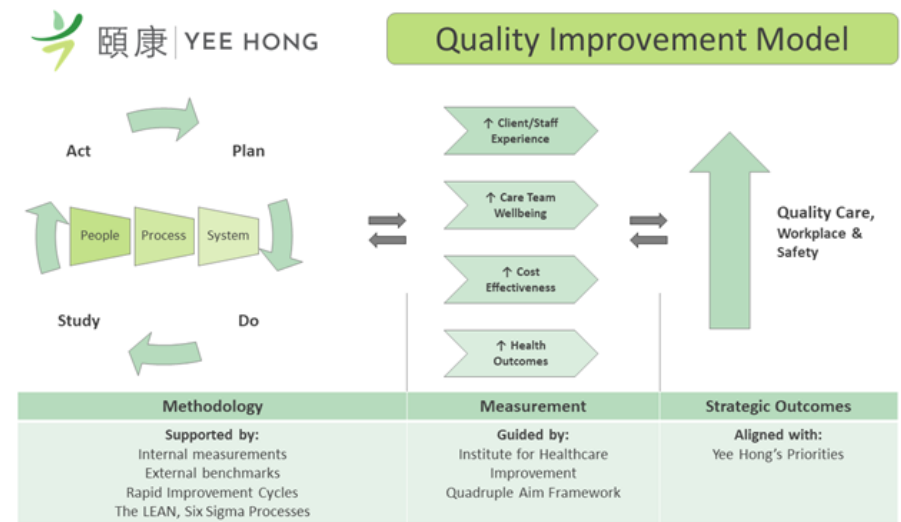
Quality Improvement Model at Yee Hong

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) 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:



ACCESS AND FLOW

The process of transitioning to long-term care can induce stress for both the resident and their family members. To address this, Yee Hong Markham is in the process of refining the admission process. The objective is to create a more streamlined experience that minimizes the potential overwhelm arising from an extensive questionnaire and reduces the volume of paperwork required for completion. This optimization aims to enhance the efficiency of the interprofessional team, allowing them to dedicate their time more effectively to provide active listening and emotional support to both the resident and their family throughout the transition phase.

Prospective residents and their families are provided with detailed information in advance through pre-screening, offering a comprehensive overview of the admission process and addressing

common concerns. Yee Hong Markham also recognizes the emotional challenges associated with transitioning to long-term care. As part of their commitment to holistic care, they offer emotional support resources, such as counseling services and support groups. The home has established a feedback mechanism, encouraging families to share their experiences and suggestions for continuous improvement.

Yee Hong Markham established a strategic partnership with Oak Valley Health Hospital to facilitate seamless and continuous care. This collaboration aims to prevent unnecessary hospitalizations and emergency department visits. We have a dedicated, full-time Nurse Practitioner on-site and is responsible for assessing residents, providing recommendations, and detecting acute cases at an early stage. Additionally, our nursing team collaborates closely with Oak Valley Health's Nurse Practitioner when necessary. Through specialized training, our nursing team is equipped to promptly identify changes in residents' conditions, enabling them to intervene immediately for optimal care outcomes.

These comprehensive measures underscore Yee Hong Markham's commitment to enhancing the overall experience for residents and their families during the transition to long-term care.

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.



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

PATIENT/CLIENT/RESIDENT EXPERIENCE

Yee Hong is committed to fostering resident involvement in decision-making processes, emphasizing the values of independence, health, and dignity. Our approach to care and service delivery is centered around the individual, treating each resident and their significant others as unique entities.

Yee Hong Markham actively participated in the 2022 Accreditation process, which encompassed all four Yee Hong long-term care centers and our Community & Professional Services division program. Several residents actively participated in the Accreditation Process, sharing their experiences and feedback with accreditation surveyors. Consequently, Yee Hong Markham was once again granted Accreditation Canada Exemplary Standing for the period from 2022 to 2026.

Yee Hong Markham conducts quarterly Divisional Quality Committee (DQC) meetings to share performance reports and future plans from each department. We extend an open invitation to a resident representative to attend these meetings, encouraging them to provide valuable feedback.

Our engagement with residents extends to the Residents' Council at Yee Hong Markham, offering a platform for residents to express opinions and contribute input on decisions that impact their service and care experience. Beyond facilitating two-way dialogue between residents and administration, the Residents' Council empowers residents to propose service improvements, fostering a sense of community and ownership.

To ensure continuous improvement, we conduct annual resident and family satisfaction surveys, actively seeking feedback on our performance. The insights gathered from these surveys inform the development and implementation of action plans, which are then shared and reviewed with frontline staff for reinforcement as needed.

The 2023 resident satisfaction surveys were conducted from October 23 to 27, 2023, and the survey results yielded an overall average satisfaction score of 87%. The participated residents awarded Yee Hong Markham 98% 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 96%. The participating family members also awarded Yee Hong Markham 97% concerning the ability to provide culturally appropriate services. The result was consistent with the Resident experience.

The 2023 resident and family satisfaction survey results were presented to the residents' council on March 28, 2024, the family's council on March 26, 2024, and our staff on March 28, 2024. Notably, copies of the results were posted in the home since January 2024, ensuring that all stakeholders have access to this valuable information. Subsequently, collaborative action plans were developed incorporating valuable feedback from our team members. These action plans will be shared with our staff on May 2, 2024, and presented at the residents' council on May 9, 2024 and the family council on June 12, 2024, fostering a culture of continuous improvement.

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

PROVIDER EXPERIENCE

Yee Hong acknowledges the significant impact of provider experience on the quality of resident care. Recognizing the heightened workload faced during the pandemic, Yee Hong has instituted several strategies aimed at fostering staff well-being and engagement:

- Implementation of staff wellness activities during Occupational Health and Safety Week, coupled with the facilitation of focus groups to delve into and understand staff experiences at Yee Hong.

- Organization of events and celebrations, encompassing Nursing Week, Infection Prevention and Control (IPAC) Week, as well as Yee Hong's Anniversary and Staff Appreciation celebration (i.e. Summer BBQ).

- Hosting cultural festivities, such as Chinese New Year and Christmas holiday celebrations.

- Staff satisfaction surveys: We administer annual staff engagement surveys to ascertain that the organization is effectively addressing the requirements of its employees. This practice underscores our dedication to fostering a positive workplace atmosphere, wherein our staff members are acknowledged, and their voices heard. The insights gleaned from these surveys inform adjustments and enhancements to our workplace policies and practices. We highly appreciate the feedback from our employees and are committed to delivering a secure, efficient, and gratifying work environment for all staff members.

These initiatives collectively contribute to enhancing staff morale, engagement, and overall well-being, reinforcing Yee Hong's commitment to maintaining a positive work environment even amidst challenging circumstances like the pandemic.

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

We prioritize resident safety through timely incident reporting to family or substitute decision makers, relevant staff, and regulatory authorities. Regular reviews and audits of incidents, along with Resident Safety meetings, help identify areas for improvement. Our electronic incident reporting system – Risk Management aids in recording and analyzing incident data, contributing to effective risk management. Medication safety measures, including policies, audits, education, surveillance, and electronic documentation, are in place to uphold the highest standards.

Through the Risk Management system, we ensure prompt reporting to the families or substitute decision-makers, the appropriate level of staff and the Ministry, as required by applicable legislations and laws. 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, analyze results and other safety-related data with our interprofessional care team and quarterly Divisional Quality Committee (DQC) meeting.

Furthermore, the team shares key performance indicators related to resident safety and provide education on care programs at the

resident and family council meeting. The care team leaders also inform staff of any medication and critical incidents that had occurred and how to manage and prevent recurrences during staff meetings.

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 collaborated with Oak Valley Health and York Public Health in establishing IPAC committee that is dedicated to sharing best practices and developing 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.

By taking a proactive and evidence-based approach, Yee Hong remains committed to maintaining a safe and secure environment for both residents and staff. Our commitment is unwavering to providing a secure working environment for all staff members.

POPULATION HEALTH APPROACH

Yee Hong Markham actively fosters collaborative alliances with a diverse array of esteemed healthcare providers. These partnerships include but are not limited to Oak Valley Health, Mackenzie Health, Ontario Shores, diagnostic and lab providers, York Public Health and many more. The purpose of these collaborations is to collectively address and cater to the unique and varied healthcare needs of our community. Through these strategic partnerships, we strive to enhance the overall well-being of individuals in our community by leveraging the expertise, resources, and specialized services offered by our valued healthcare collaborators. This cooperative approach ensures a comprehensive and integrated healthcare experience, tailored to the specific requirements of our diverse community members.

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

Board Chair / Licensee or delegate

Administrator /Executive Director

Quality Committee Chair or delegate

Other leadership as appropriate
