

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 – Mississauga (Yee Hong Mississauga) 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.

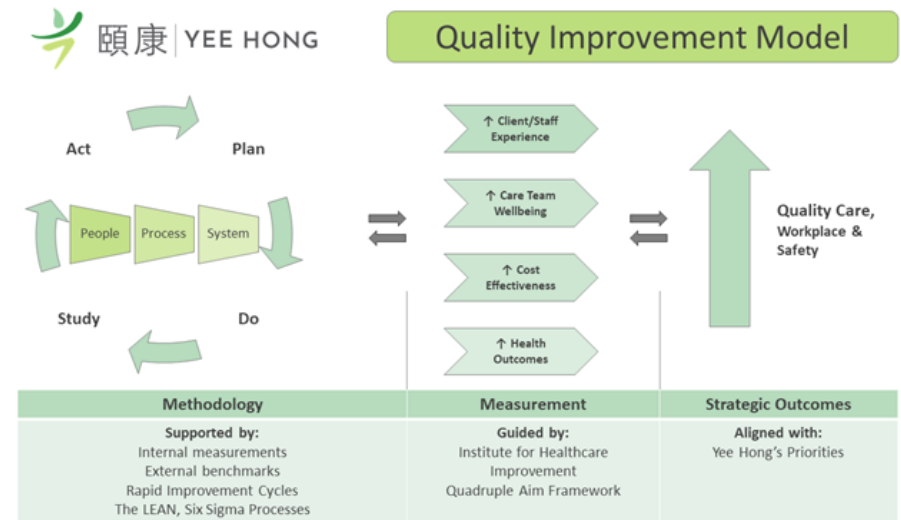
### Quality Improvement Model at Yee Hong

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

Yee Hong Mississauga's partnership with the Trillium Health Partners (THP) Long-term Care (LTC) Virtual Care Program is one of the examples of a commitment to providing efficient and accessible healthcare services for residents. By joining this program, Yee Hong Mississauga aims to reduce unnecessary transfers to the Emergency Department (ED) and enhance the resident care experience. The THP LTC Virtual Care Program offers residents rapid access to hospital services by connecting with a THP internist for acute care consultation. Their expedited Diagnostic Imaging, including X-ray, Ultrasound, Magnetic Resonance Imaging & Computed Tomography Scan modalities, can be scheduled the same or the next day, with results read within 48-72 hours. This partnership emphasizes leveraging technology to deliver timely and efficient healthcare services to the LTC community. It ensures that residents receive the

right care at the right time and place and helps alleviate the burden on the Emergency Department by reducing avoidable transfers.

By employing a full-time attending Nurse Practitioner (NP), residents can have immediate access to medical assessments and interventions when their conditions change, reducing unnecessary ED transfer. The partnership with the THP Nurse Practitioners Supporting Teams Averting Transfers (NPSTAT) program is a valuable additional resource to reduce the need for hospitalization and enhance the care coordination between hospitals and LTC. Together the attending NP, physicians, and nurses work with the THP NP STAT consults to provide residents with timely and appropriate treatment. This care model can address any changes in residents' health conditions quickly and effectively, increasing the efficiency of healthcare delivery, promoting care flow, and enhancing continuity of care.

Mobile image services 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.

As a result of these initiatives, the number of potentially avoidable emergency department (ED) visits has shown a consistent reduction, with rates declining from 11.9 to 10.9 over the periods analyzed from Q1 2022 to Q2 2023.

## **EQUITY AND INDIGENOUS HEALTH**

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.



## PATIENT/CLIENT/RESIDENT EXPERIENCE

Yee Hong's commitment to including residents in care decision-making processes demonstrates a strong focus on promoting their independence, health, and dignity. We adopt a person-centred approach to care and service delivery, treating every resident and their significant others as unique individuals, valuing the input and perspectives of residents and families. Resident Council and Family Council representatives are members of the Divisional Quality Committee (DQC) at Yee Hong Mississauga. The representatives are provided with care program progress and evaluation allowing opportunity for discussion and input on the quality of care provided at Yee Hong Mississauga. The open dialogue and collaboration can highlight areas of improvement and suggest solutions or enhancements to the existing care and services, leading better

outcomes, and a more satisfying experience for everyone involved.

Yee Hong Mississauga embraces a proactive approach and implements initiatives to enhance newly admitted residents' and families' care transition experiences to long-term care. The team identifies the newly admitted residents' care needs and challenges prior to admission by utilizing the "New-Admission Review Form." The needs and care challenges are shared with the interprofessional team to prepare proactive measures, such as fall prevention, skin and wound care, and behaviour management, in advance. The team develops care plans in collaboration with residents and families in a holistic approach, considering their specific needs, preferences, and goals. During the care conference, the experiences of the newly admitted residents and their families are evaluated, which allows the team to gather feedback and make any necessary adjustments to ensure a smooth transition and quality care. Yee Hong Mississauga strives to create a supportive and inclusive environment where newly admitted residents and their families feel confident and well-cared for during their transition to long-term care.

A variety of special activities and food menus enhance residents' experiences and create an inclusive and diverse community where everyone feels valued and celebrated. Monthly residents' birthday parties provide enjoyable environments for all residents to celebrate their birthdays together. Cultural festivals, such as Christmas and Lunar New Year, are celebrated with singing, dancing, drama, and lucky draws. Special food menus are always embraced to enrich residents' experiences and promote cultural appreciation.

We also conduct resident and family satisfaction surveys annually to seek their feedback on our performance. We develop and implement actions according to the survey results. Survey responses and action plans are also shared and reviewed with staff, residents, and families. The 2023 resident satisfaction surveys were conducted from October 16-27, 2023, and the rate of residents' overall satisfaction with the quality of care provided at Yee Hong was 95%.

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 at Yee Hong was 95%.

The 2023 resident and family satisfaction survey results were shared at the Residents' Council on February 6, 2024, and the Family's Council on February 22, 2024. The copies of the results were posted in the home in the same month. The 2023 Quality Improvement work plan and narrative were shared with the Residents' Council and the Family Council on those dates, respectively.

The Residents' Council and Family Council are kept up to date on the Continuous Quality Improvement progress at their regular scheduled meetings and ask for their feedback as appropriate.

The 2023 resident and family satisfaction survey results were presented to our staff during the meeting held on February 1, 2024. Subsequently, collaborative action plans were drafted, incorporating valuable feedback from our team members. The final action plans will be shared with our staff on April 3, 2024, fostering

a culture of continuous improvement.

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

## **PROVIDER EXPERIENCE**

Yee Hong recognizes the positive association between provider experience and the quality of resident care. With unprecedented human resources challenges, Yee Hong takes a holistic approach to managing operations effectively and ensuring the safety and well-being of our staff. We actively support our employees to mitigate the negative effects of the pandemic and strive to create a safe and productive work environment conducive to employee wellness. Yee Hong also maintained our Employee and Family Assistance Program (EFAP) to provide additional support to staff during these difficult times. Every year, Yee Hong Mississauga implements various strategies to promote staff wellness and conducts celebrations and recognition events to celebrate staff and their achievements:

- 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 and staff.

### Risk Management

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. Risk management system 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, analyze results and other safety-related data with our interprofessional care team and at the

quarterly DQC meetings. During these meetings, our care team discusses fall incidents, usage of antipsychotic medications and restraints, skin, and wound, and challenging responsive behaviours. Furthermore, at every resident and family council meeting, our team shares key performance indicators related to resident safety and provide education on care programs. During staff meetings, care team leaders also inform staff of any medication and critical incidents that had occurred and how to manage and prevent recurrences.

### 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 Trillium Health Partners' Community Outreach 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 contracted pharmacy provider and are committed to delivering 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, Whistle Blowing Protection 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 and medical 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 the local health system and sector-specific plans. Staff participate in external planning forums, including regional pandemic preparedness committees.
- Regular drills and practices are evaluated for readiness based on various emergencies (e.g., loss of services, fires, medical crises, natural disasters, infectious diseases). We maintain annual testing to ensure preparedness and continual improvement.

### POPULATION HEALTH APPROACH

Yee Hong is dedicated to fulfilling its mission of providing a full continuum of care and services for seniors living in every setting to optimize their physical, mental, social, and spiritual well-being. Yee Hong also collaborates with various partners to enhance organization and system capacity in offering culturally sensitive, person-centered, and excellent care. Yee Hong recognizes the importance of integrating services and care across different sectors



and organizations to provide a seamless experience for seniors. By fostering partnerships, Yee Hong leverages the expertise and resources of other organizations to create a more comprehensive and efficient system of care.

Yee Hong Mississauga collaborates with external partners, such as Alzheimer Society of Peel and Acclaim Health, improving population health and addressing the unique needs of our residents. Working with the Alzheimer Society of Peel as part of the Behavioural Supports Ontario project is highly beneficial for residents at Yee Hong Mississauga who may present with or be at risk for responsive behaviours. The collaboration with Alzheimer Society of Peel provides specialized support for individuals who exhibit complex and challenging behaviours associated with mental health issues, dementia, or other neurological conditions as well as supporting and educating their families about the illness. The project aims to provide enhanced care and interventions to manage responsive behaviours, improve quality of life, and promote a safe and supportive environment for these residents and others residing around them. Yee Hong Mississauga and Alzheimer Society of Peel effectively address the unique needs and challenges faced by residents living with dementia, ensuring they receive the best possible care and support.

The partnership between Yee Hong Mississauga and Acclaim Health provides comprehensive and holistic care for residents in need of palliative support. Acclaim Health Palliative Care Consultant brings valuable expertise in providing specialized care for residents experiencing pain and symptoms related to palliative care and end of life. By utilizing their expertise, we can tailor treatment plans and interventions to address specific needs and improve overall comfort

of residents. Together, we strive to alleviate suffering, enhance quality of life, and support individuals and their families through the challenges of serious illness.

### **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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