

Quality Improvement Plan (QIP)

Narrative

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.

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.

About Yee Hong Community & Professional Services Division

Yee Hong Community & Professional Services (CPS) Division developed a range of programs and services to promote seniors'

social integration and quality of life, as well as to counter social isolation and loneliness common among seniors.

Our Active Senior Program, Congregate Dining Program, Adult Day Program, and Home Support Services form the core of CPS Division's continuum of care within the community. Every senior presents unique needs and circumstances and may require support as they transition between programs and services. Additional support services, such as caregiver support and transportation services, have also been developed to complement the core services and address the changing needs of seniors and their caregivers.

Home Support Services provide seniors with essential support in their homes to manage daily activities and live independently in the community. These services enable seniors to live safely at home, reduce unnecessary emergency department and hospital visits, and delay long-term care admissions. We currently provide services to eligible seniors living in their homes at the Yee Hong Aw Chan Kam Chee Chinese Evergreen Manor, Seneca Towers, Villa Elegance, Coral Place and Yee Hong Garden Terrace. Services aim to support seniors with frequent scheduled and unscheduled visits, including personal care, 24/7 emergency response, security checks, essential homemaking, and care coordination.

Community Support Services provide a full spectrum of community-based services, enabling seniors of diverse backgrounds and needs to maintain their independence and dignity and live their lives to the fullest. These services are culturally and linguistically appropriate, making them highly responsive to client and community needs.

Each of our Adult Day Programs has its specialty and provides activities tailored to the needs of different groups of seniors, including individuals who are frail, stroke survivors, and individuals

who live with dementia and/or other chronic diseases. Our Adult Day Programs encourage participants to maintain and enhance their abilities, support them to live independently in the community and support their caregivers.

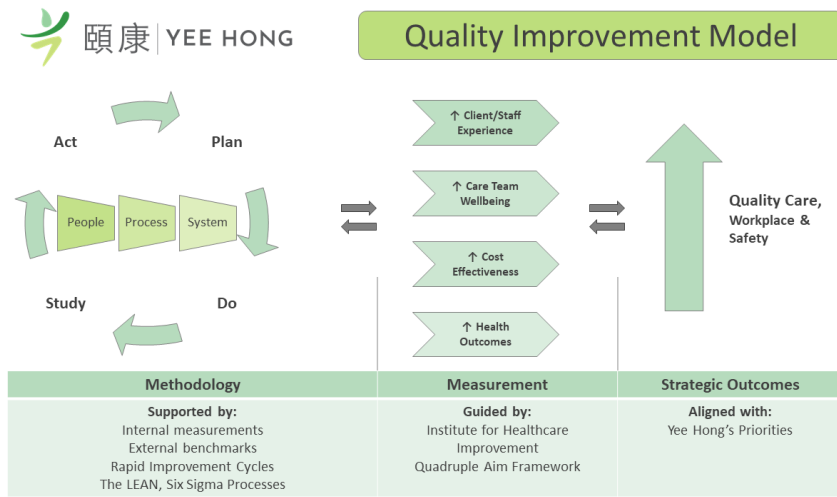
Quality Improvement Model at Yee Hong

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) client/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's CPS Division provides a wide range of community and home support services that operate on holistic, client-centered care principles. Our core values of respect for the client's wishes, acceptance, and self-determination are deeply embedded in the fabric of our service provision. In addition, we adopt an interprofessional team approach that cares for seniors' physical, emotional, social, and spiritual well-being.

We view aging as a dynamic process in which individual needs change over time. In response to these changing needs, the CPS Division strives to provide a continuum of community and home support services that enable seniors to maintain their independence and dignity and live their lives to the fullest.

Our Division collaborates with health service organizations throughout the system to enhance care provisions for older adults who opt for "aging in place." Through various programs and services, our Division facilitates active aging, social participation, and the maintenance of social networks with family, friends, and community members for older adults. By doing so, we support their mental health, preserve their identity, and promote independent living within the community. We aim to enable individuals to receive care in their homes, reducing the need for hospitalization or long-term care facility placement and fostering as much independence as possible. These initiatives empower older adults to age in place and result in cost savings for governmental entities.

To ensure our clients access to timely and high-quality services, our Division has made sustained improvements including enhanced timely responses to service enquiries, streamlined the intake and admission process, partnered with Central Registry funded by Ontario Health (OH) to speed up the referral process and shorten waiting time for service initiation, prioritized admission provided to clients with crisis needs. Also, through partnership across Division and care sectors, we organized Service Information sessions at senior buildings, Health Expo, and Wellness Fair in the community to further support clients/families accessing care in the right place at the right time.

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 a

leader, 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.

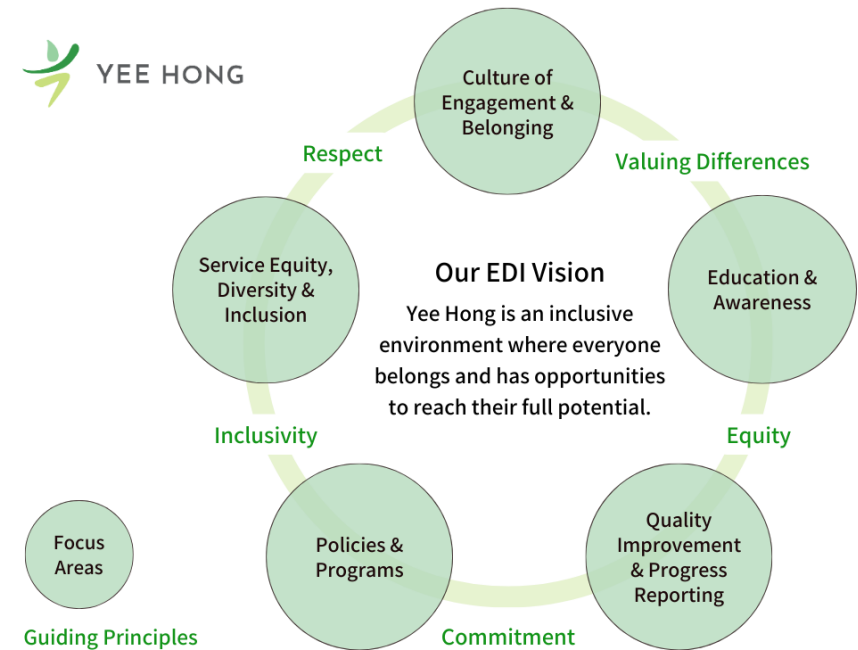
Yee Hong's EDI Team is dedicated to ensuring that all residents, clients, and family members receive culturally appropriate care. We strive to foster an inclusive and equitable environment where everyone is treated with respect and dignity. We are committed to promoting diversity and cultural awareness 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.

On a corporate level, Yee Hong has also established an EDI Framework, which reflects the organization's commitment to promoting health care equity internally and advancing health equity systemically. The framework sets forth key EDI focus areas, which are

Community and Professional Services

guided by core principles and informed by best practices. It also articulates Yee Hong's strategy to realize these goals.

The following diagram provides a visual depiction of the framework and its components:



Patient/client/resident experience

Engaging with clients and caregivers is crucial to transforming care within our Division. We proactively seek insights from clients and their informal caregivers to understand their needs, experiences, and

preferences to enhance the quality of our services. Our commitment to client-centred care is evident through various initiatives, including regular Continuous Quality Improvement (CQI) meetings, annual interRAI-CHA assessments, and the creation of individualized care plans collaboratively developed by clients, informal caregivers, and organizations.

We conduct annual client and caregiver satisfaction surveys and maintain open communication channels to ensure their ongoing feedback is valued. Community feedback is essential in identifying service gaps, prompting us to adjust existing services or introduce new programs. For example, based on clients' feedback, HSS recognized the need for emotional support services for clients living alone, which were added to our regular home support services.

We develop and implement actions according to the survey results. The 2023 client satisfaction surveys were conducted in November 2023, and the rate of client's overall satisfaction with the quality of care provided at Yee Hong was 93%. The overall results of the family/caregiver satisfaction survey responses were positive with a rate of 96% and above. Survey responses and action plans are also shared and reviewed with staff, clients, caregivers, and families.

In 2023, CPS conducted a comprehensive caregiver needs study, followed by a conference to disseminate the findings to internal and external peers. This study informed our strategy for service expansion to address identified needs, leading to the successful acquisition of funding from OH to expand Seneca Towers Assisted Living Services. This expansion enables us to reach a broader population of older adults at higher risk.

Our Division emphasizes team collaboration to elevate the service experiences for our clients. In 2023, HSS department, CSS

department, and Caregiver support group collaborated with the Toronto Housing Team to organize a "Meet and Greet" event for tenants in Seneca Towers. This collaborative effort received positive feedback and expanded our reach to a more extensive population, strengthening our commitment to inclusive and community-centred care.

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

Provider experience

The CPS Division is comprised of team members with diverse skill sets and educational backgrounds ranging from regulated nurses, personal support workers, social workers, physiotherapists, activation staff and kinesiologists. Volunteers also support our services, including high school students and retirees. Our staff and volunteers are the foundation of our services. We recognize their contributions by organizing retirement parties for staff over the years, acknowledging staff and teams for a job well done, such as sharing their success stories with relevant parties to encourage team spirit, organizing a variety of celebrations and appreciation activities to recognize staff achievements (such as lucky draws, annual staff recognition events, dance parties, etc.), awarding 5, 10, 15, 20, 25-year awards to commemorate and recognize team members for their service commitment, celebrating Personal Support Worker Appreciation Day, formally recognizing staff who support the development of publications, and sharing clients' and caregivers' compliments with staff and the senior management team.

In addition, with support from Human Resource's (HR) referral incentives program, we encourage staff referrals and collaborate with HR to expedite staff recruitment. We actively conduct team-building activities to improve workplace culture, fostering a positive and collaborative environment among our team members.

Safety

In the context of community services, the term "patient" refers to a client receiving services from CPS, such as Home Support Services and Community Support Services, including Adult Day Programs, Congregate Dining Programs, etc. Ensuring client safety is vital to our service delivery. In addition to providing regular staff training, such as workplace safety training for the proper use of equipment and awareness of occupational health and safety issues, our Division actively involves clients and their families in reporting safety concerns (e.g., swallowing issues) and incidents (e.g., falls) directly to our team. This collaborative approach empowers clients and families to play an active role in their care, offering valuable insights into potential safety issues from their unique perspectives.

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 corporately 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, clients, and family members.

Medication Safety

To address and mitigate medication assistance non-adherence issues, the HSS department employs a proactive strategy. During departmental meetings, we utilize the Root Cause Analysis (RCA) approach, involving all team members in examining incidents of medication non-adherence. By iteratively asking "why" multiple times, we trace the root causes of these incidents. Subsequently, we collaboratively develop corrective actions to prevent similar occurrences. This approach not only identifies the immediate causes but also delves deeper into the systemic factors contributing to non-adherence, facilitating the implementation of targeted and effective preventive measures.

We are committed to providing the highest standard of medication safety for our residents and clients. 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

Risk Management

With the incident reporting system- Risk Management, all client safety incidents can be reported promptly to the client, family or substitute decision-makers, the appropriate level of staff and partners, 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.

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, client, 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 Activation staff, Social Worker, and external partners.

Population Health Approach

To enhance support for seniors aging in place, our Division is proactively exploring opportunities to broaden our service offerings and has initiated various projects. In 2023, in partnership with the Gaia Community Care and Wellness Society in British Columbia, we secured a 2-year national grant of over 1 million dollars for an "Age Well at Home" Project in delivering 3 main project components – System Navigation, Fall Prevention Clinic & Home Maintenance for supporting seniors aging well at home. The "Online Dementia Hub" was launched to strengthen support for seniors with dementia and their family members. Additionally, our CareFood Project focuses on providing culturally appropriate food options for the community, recognizing the impact of nutrition on overall health.

Moreover, our Division is actively pursuing partnerships with other health system providers to address the unique needs of seniors in the community. We are actively engaged in the North York Neighbourhood Care Team for Aging in Confidence Working Group, collaborating on the development of a 5-year plan for early intervention in aging and disease processes. Through this partnership, we aim to empower seniors to age in confidence, aligning with our commitment to a population health approach that caters to the distinctive requirements of our community.

The CPS Division has been proactive in meeting the needs of our clients and their families. Despite the changes and challenges in 2023, our Active Senior Program, Congregate Dining Program, Adult Day Program, and Home Support Services managed to provide undisturbed services to continuously support and empower clients to live their life to the fullest in the community. We have worked closely with Home and Community Care Support Services teams, Central Registry, and other health system providers to respond quickly to the

needs of increasing Mandarin-speaking population in Central York Region and start to serve non-Chinese speaking population in North York and Mississauga Halton Region. Our Community Dementia Strategies project reached out to serve broader population including clients who live with dementia and their caregivers and promote cognitive health for target population in the community.

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
April 1, 2024

Anthony Chang, Board Chair / Licensee or delegate

Maria Chu, Administrator / Executive Director

Julie Kwan, Quality Committee Chair or delegate

Dr. San Ng, Other leadership as appropriate
