

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, psycho-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 Peter K. Kwok Hospice

Yee Hong Peter K. Kwok Hospice (Yee Hong Hospice) is a 10-bed hospice residence with a comfortable, home-like environment for residents and families requiring palliative, end-of-life care. Yee Hong Hospice is the first and only hospice residence in Scarborough, which opened in November 2020 and is co-located at Yee Hong's Scarborough Finch long-term care centre. Yee Hong Hospice is committed to providing optimum living for

appropriate individuals approaching the end of their life journey, with love, compassion, dignity, and beauty. We provide person-centred care to optimize the quality of life for individuals facing a life-limiting illness. Annually, we care for approximately 220 residents.

Yee Hong Hospice serves any individual who meets admission criteria, but primarily, our hospice residents are from Scarborough and surrounding communities including Ajax, Pickering, and Markham. Scarborough is home to many languages and ethno-cultural communities. Yee Hong Hospice embraces this rich diversity and offers culturally and linguistically appropriate services to various ethnic groups. In addition to end-of-life care, Yee Hong Hospice provides grief support to assist our residents' families. Our interprofessional team is specially trained in providing palliative care, and champions personalized, resident and family-centered care.

### Quality Improvement Model at Yee Hong

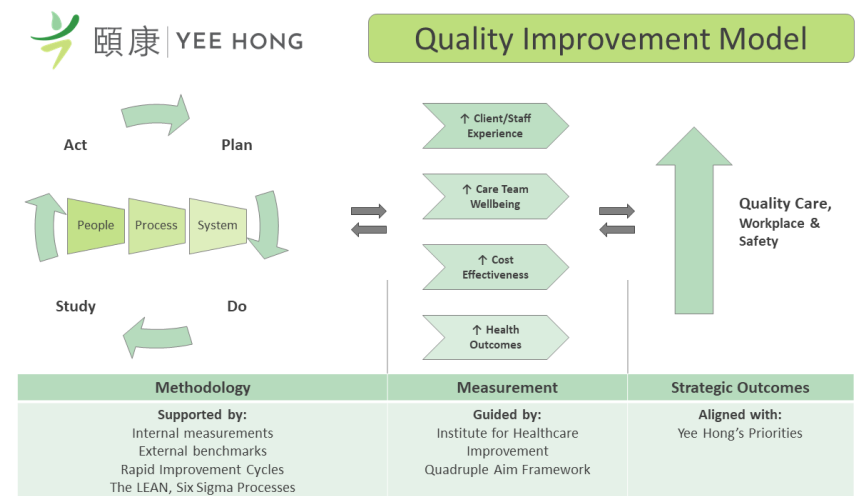
Yee Hong is committed to continuous quality improvement. Each year, we engage in quality improvement initiatives and client safety planning activities to meet or exceed the needs of our residents, families, and staff. The development, planning, monitoring of quality improvement and management activities 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 corporate and system 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) employee satisfaction and 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, resident and family experience, cost effectiveness and interprofessional care team well-being.

The following diagram provides a visual depiction of Yee Hong's QI Model and its components:



### Access and Flow

The intake process is based on timely review of referrals based on set admission criteria and priority of needs. The intake assessment that also follows in a timely manner, is done virtually to establish a warm first contact with the prospective resident and his/her family. Prioritization of admission considers the symptom burden of the individual at end of life. A team of interprofessional staff is ready to welcome the resident in keeping with admission criteria.

## 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, psycho-social, and spiritual well-being. Yee Hong also builds organization and system capacity for high-quality, inclusive, and integrated services and care.

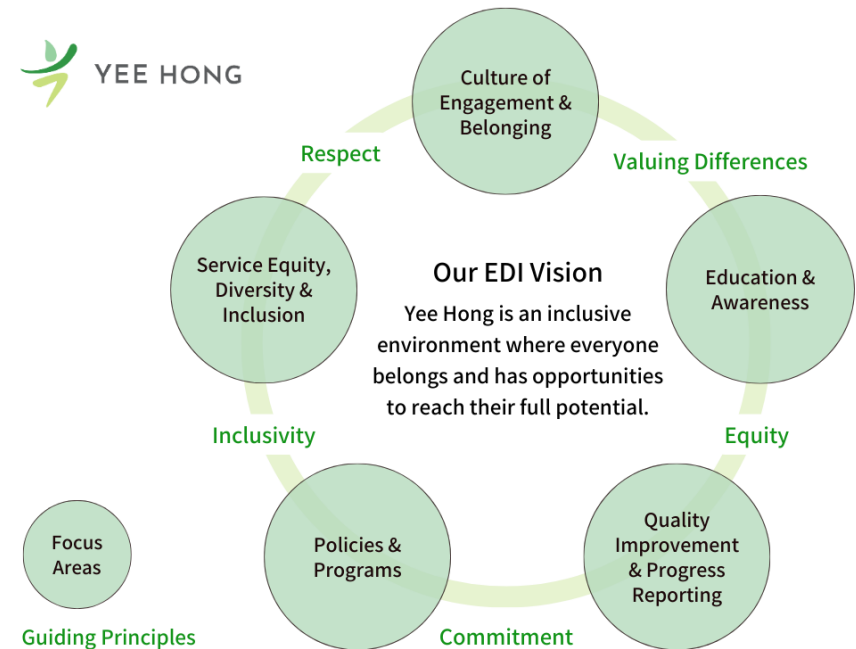
Health equity is created when individuals have a fair opportunity to reach their fullest health potential. Achieving health equity requires identifying and reducing unfair and unjust barriers to health services access. To advance health equity within our organization and the communities we serve, Yee 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, and family members.

Yee Hong's EDI Team is dedicated to ensuring that all residents, 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.

Yee Hong Hospice is open to the public with all cultural backgrounds and different languages. Our hospice features a Quiet Room with a collection of symbols and artefacts from different religions. Our culturally diverse staff,

physicians, residents, and their family members can access the Quiet Room at any time for their spiritual care needs. With funding from the Government of Ontario and Yee Hong Foundation's support, our hospice services are available to community members at no cost, ensuring no one is denied access to high-quality palliative and end-of-life care.

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



## Resident experience

During the final stages of life, the well-being of our resident is the highest priority, ensuring their pain and symptoms are well managed and they are as comfortable as possible. In ensuring the best possible care experience, the hospice interprofessional team focuses on the following: communication, coordination, control of symptoms, continuity, continued learning, and carer support.

## Provider experience

Palliative and end-of-life care principles include practising compassionate leadership, addressing suffering, and working on interdisciplinary teams. To mitigate palliative care interprofessional team (nurses, physicians, support staff and leadership team) burnout, it is imperative to leverage the ethos of palliative care teams to help dealing with the emotional and moral stresses of their work.

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

## Safety

Given that the research suggests that most hospice residents will experience delirium, the team is providing regular assessments of residents for any signs of this condition and intervening to ensure resident 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. 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.

On a scheduled basis, we review all incidents, analyse results and other safety-related data with our interprofessional care team and quarterly Divisional Quality Committee (DQC) meeting.

### 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. 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

### **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.

### **Emergency Preparedness**

We recognize the critical importance of emergency preparedness. Anticipating a wide spectrum of unplanned events both internal and external. We have 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.

- 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**

A population-based, person-centred palliative care approach is necessary for planning to meet the needs of our ageing society, especially our ethno-culturally diverse population we serve. We need to face our mortality as people and as populations, affirm the importance of proactive setting of goals of care, population-based, person-centred palliative care, celebrating and affirming life before death, while also ensuring a good death.

The Yee Hong Peter K. Kwok Hospice is one of the core members of the Scarborough Palliative Collaborative (SPCC) which comprises of representatives from SHN, Home and Community Palliative Care Services, Long-Term Care Services, Hospice, Scarborough Academic Family Health Team. Collectively, we work together to improve the system navigation with a centralized referral system to attempt to improve the experience of the patients and their families. Generally, speaking, the residents served by the Peter K. Kwok Hospice represent the demographics of Scarborough, South Markham and Ajax and Pickering areas.

## 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**

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Anthony Chang, Board Chair / Licensee or delegate

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Ivan Ip, Administrator / Executive Director

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Julie Kwan, Quality Committee Chair or delegate

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Dr. San Ng, Other leadership as appropriate

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## Contact information/designated lead

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