

# EMPLOYEE MATTERS

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## Quality Care, Quality Work Life

Spring is around the corner and our Board and staff team are progressing in our mandates full steam ahead.

At the Board level, we are conducting a mid-course review for our Corporate Strategic Plan 2011-2015. At the operations level, we are gearing up for a few important initiatives related to Quality Care, including:

**Enhancing Dementia care**

**Developing a Residential Hospice/Palliative Care model**

**Preparing for Resident Quality Inspection (RQI)**

春天臨近,董事局和全體員工加緊馬力,全速向目標邁進。

董事局正在對 2011-2015 年的企業策略計劃進行中期檢討。在公司操作層,我們正在為高質素護理的一些重要項目作積極的準備。包括:

- 通過教育和支援,強化失智症的護理
- 建立善終服務模式
- 為住戶質素檢查作準備

### Expanding Supportive Housing Services

Support managers in delivering clinical education

Adopting an evidence-based decision making model by placing more emphasis on data and information

In alignment with our mandate to become Employer of Choice, a few strategies underway are worth mentioning:

We are progressing well in the development of our first Human Resources Strategic Plan and will be soliciting your feedback on what "Employer of Choice" means to you.

We will conclude the Job Evaluation and Compensation Review for our non-unionized staff by this Summer and will update you accordingly.

We have started LEAN 6 Sigma reviews on select areas to streamline processes to address your workload concerns.

We are close to completing the scheduling engagement process for our PSWs. Schedules will be customized according to the specific needs per floor.

We are implementing the Healthy Work Environment projects to further empower our staff on how to safely and effectively deliver quality care.

We introduced the Graduate Internship Program through which we recruit graduate level students for a period of residency to help with projects to reduce our staff workload.

We secured a partnership with the Toronto District

School Board and the Ministry of Training, Colleges and Universities to hire job seekers from the community who are new immigrants, transitioning between careers, and early or late career job seekers.

We just launched the Management Forum as a platform for managers to share ideas, and will also implement a leadership development series to empower our leaders to be the best they can.

We do value your feedback and we hope you appreciate our efforts to consider your feedback. There are many good-news updates in this publication and I hope you take the time to enjoy it.

**Kaiyan Fu 傅開顏**  
CEO 行政總裁

## 工作環境與服務質素

- 擴展家居支援服務
  - 員工的臨床教育上的支援
  - 側重於資料和數字,採用一套依據證據作決定的哲學
- 務求成為「首選僱主」,我們正積極為以下項目努力。

我們首個人力資源策略藍圖進展得很好,將會徵求你的回饋,即「首選僱主」對你的意義。

今夏,我們會對非工會職位薪

酬評估作出結論,並屆時通知。

針對你們對工作量的擔憂,我們已開始在一些工作領域運用「精益管理 6 Sigma」,使工作流程更省時及高效率。

一線護理員工的工作時間表更新將很快完成。時程表會根據每樓層的具體需要而制定。

健康工作環境專案正在進行中,員工能夠更加安全和有效地提供高質素的護理。

招募畢業生,減少職員的工作量是我們的畢業生實習方案。

我們已穩固與多倫多教育局的合作關係,從社區僱用新移民,職業轉換和早/後期的求職者。

剛推出的管理論壇,旨在成為管理層分享想法的平臺,同時執行領導培訓系列,以使他們將所學的實戰應用到日常工作中。

感謝您的回饋。請細閱此通訊。

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## The Infinite Weight of 6 grams

By Anna V. Wong, Director of Communications

What's with this badge card with Yee Hong Vision and Mission printed on it? Here's a *Bright Idea* from our MCN RN, Sabrina Lam.

I was flattered to be greeted with a big smile and a passionate face. This was my first time meeting with her in person. I had only previously met with Sabrina on paper – the *Bright Idea* submission, and implemented it as the 18<sup>th</sup> Anniversary Gift.

Sabrina joined Yee Hong in 2000 as part-time PSW at MCN. With her unfaltering strive for excellence, she got certified as Registered Nurse and is now serving the second floor residents of MCN as RN.

"Sounded like you got certified as RN at lightning speed," I asked, not realizing that 2000 was more than a decade ago - shows my denial for age.

"I was an RN in Hong Kong before coming to Canada. My first job here was to help out with my family business

for a few years, after which I re-entered the health care profession, working as PSW here while I took a refresher course at a nursing college in Ontario to be locally certified as RN. Time flies, I have been here for 13 years now." Ok, I was indeed ignorant, and for sure did grow old, by over a decade since 2000.



Sabrina is motivated to come to work every day because she likes dealing with residents and their families like her just as well. "I'm happy to be able to put them at ease, especially during their challenging times. I

believe it takes a proactive attitude to build a trusting and lasting relationship."

"Yee Hong is a nice place to work at, but things aren't always easy. How do you react in challenging situations?" Well, we all need to come to grips with reality, and be able to deal with it in a positive and constructive way, right?

"I have had my share of transition and I really took a lot of time and effort to overcome it. Trained as RN in Hong Kong back in my days, we were not tech-savvy at all. Electronic medical record here was new to me. I tried my best to pick up this new skill that is critical for me to succeed in my job." I found myself nodding my head off on this comment. Isn't this attitude something we ALL need as employees?

So, I had to get to the root of the problem – who was the culprit that increased our lanyard burden by 6 grams.

"What motivated you to submit this *Bright Idea*?"

"My colleagues and I have been scrambling to memorize the Vision and Mission at times of audits, accreditation and the like. I believe if this is something we could wear, it would not only help with communication, but also strengthen the sense of loyalty and alignment of our work with corporate mandates. When I saw the card come in with my pay stub, I was very touched because it showed that our employer cares enough to not only listen to staff, but to act on our feedback." In return, she did not only get these 6 grams, but 6 grams more – a grocery gift card, not to mention the extra body-weight that could come out of the calories.

Great minds think alike. I have seen many of our staff members paste their hand-made emergency colour code list onto the back of their ID card. So, I piggy-backed on Sabrina's idea.

Sabrina also shares her

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## 無限的 6 克重

印著頤康的遠景和使命的工作卡是什麼?MCN 的註冊護士林少娟有此靈妙的看法。

能與一個滿溢熱情笑臉的人相遇,我格外欣喜。這是我第一次與林少娟見面。之前,我與她僅就此想法的檔案遞交和將其作為周年慶賀禮物進行過書面往來。

2000 年林少娟以兼職 PSW 身份加入頤康士嘉堡麥瀝高中心,在努力追求卓越的堅定信念下,她獲得了 RN 證書,現在此中心二樓工作。

「聽上去你似乎以光速拿到 RN 證書」,我問到,對年齡的反應遲鈍,使我並沒有意識到那已是十多年前的事。

「來加拿大之前我在香港是一名 RN。來加後,頭幾年我幫忙打理家族生意,之後才重新投入醫療護理專業領域。在頤康當兼職 PSW 同時,我參加了一個護士學院的銜接課程,取得本地 RN 資格。時光飛逝,我已在頤康工作 13 年了。」噢,我確實疏忽了。2000 年至今,人和物都成長很多,包括我。

林少娟每天上班的動力就是與長者及其家人溝通。「我很高興通過我的工作能讓長者們感覺安逸,特別是在他們最困難的時刻。我相信積極的態度會有助於建立長久的互信關係。」

「頤康是一個很好的工作場所,但事情不總是那麼容易,你如何應對挑戰?」我們都需要認真對待現實及積極面對,不是嗎?

「我曾有過渡時期,但我真的花了很多時間和努力去戰

勝它。以前在香港接受的 RN 培訓沒有使我們成為電腦技術型人才。這裡的電子醫療記錄對我來說很新,但我盡了最大的努力去學習這個關鍵的技能。」聽到此,我不由地點頭,這不正是一種所有員工都應有的態度嗎?

談到這裡,我不得不進入問題的根源 – 誰是導致增加我們系索負荷 6 克的「主謀」。

(轉第 7 頁)

## What is LEAN?

By Anna V. Wong, LEAN 6 Sigma Black Belt

We have received your concerns over workload. In the recent Quality Forum, Kaiyan shared with you that one of our many ways to address the issue is through conducting LEAN 6 Sigma studies. What exactly does this mean?

The concept of "6 Sigma" originated from Motorola and has become its federally registered trademark. This concept is the basis of measuring quality against efficiency – how to increase efficiency to save on cost, time and other resources, while improving on quality. In the technology industry, Motorola went from the 4.5 Sigma standard of 1,300 defects per million of parts manufactured, to the 6 Sigma standard of 3.4 defects per million of parts manufactured.

At Yee Hong, as a non-profit service provider, we need to focus on the efficiency and quality concepts of LEAN 6 Sigma. This translates into

better processes with less wastage in time and resources, and more accurate and higher quality work, each time a task is performed — be in medicine administration, resident bathing, feeding, facilitating activation programs, cleaning resident rooms, helping a senior to transportation or delivering a caregivers' seminar. This Total Quality Improvement requires your understanding and cooperation. This is a change in process just as it is a change in corporate culture.

In the past few months, some of you have already met with me to explain some existing operational processes you have been following. Leading Yee Hong's LEAN 6 Sigma portfolio, I will analyze the data and come up with proposals to improve the existing processes for higher efficiency and quality. We have a few areas lined up for LEAN 6 Sigma review, so more of you

can expect to hear from me in the coming months. Staff collaboration from both management and frontline is required to successfully implement the proposed changes to reduce workload for all in the long run.

Your input is highly valuable to yield successful results. Some typical concerns are:

**Redundancy / Obsolete Work** – any work that is no longer required

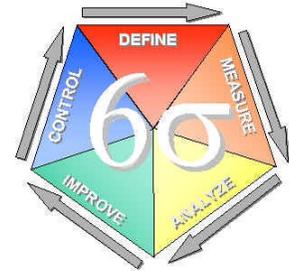
**Duplication** – any work that is repeated for no apparent benefit

**Grunt Work** – work that is repetitive and requires little judgment, and can be performed by technology

**Risks** – work that imposes a relatively high risk to the health and safety of staff, that can be reviewed for procedural changes or technical assistance

As Provider of Choice, we want to enable you to deliver quality care at a sustainable level as mandated in the LEAN 6 Sigma concept. Striving to be Employer of Choice, we want to adopt LEAN 6 Sigma to make work more efficient and effective for you. We will consider multiple options and try our best to empower you with the right tools and knowledge necessary to reduce duplication and waste, so you can focus your time and energy on meaningful, productive work.

I encourage you to e-mail [anna.wong@yeehong.com](mailto:anna.wong@yeehong.com) to advise me of any areas that should be reviewed. Looking forward to your input.



## 什麼是精益管理?

我們已經獲知了你們對於工作量的憂慮。在最近的 Quality Forum 上,開顏分享了眾多解決辦法。其中一種,就是執行「精益 6 Sigma」理論。那麼它是什麼意思?

「精益 6 Sigma」的概念起源于摩托羅拉公司,現已成為聯邦註冊商標。它是根據質素和效率的對比測量 – 在減少支出,時間和其他資源的情況下提高效率,並提升質素。在通訊領域,摩托羅拉完成了從 4.5 Sigma 標準的每生產 100 萬零件中有 1,300 個缺陷,到 6 Sigma 標準的每生產 100 萬零件中有 3.4 個缺陷的改進。

頤康作為一個非盈利服務機構,需要專注於 6 Sigma 概念中的高效率和高質素。這可解譯為在每次執行任務時,都使用更少的時間和資源下產生更好的運作,並創造更精確和高質素的效果。它可以發生在醫藥管理,長者洗浴,進食,長者活動,清潔房間,護送長者出行或舉行家人研討會時。這個整體的質素提升需要你的理解與支持。這是工作部驟的改進,也是企業文化的改進。

過去的幾個月,我已與一些部門見面,就現存的操作流程進行了解。領導頤康的 LEAN 6 Sigma 任務,我會先作資料分

析,然後提供建議,提高現有流程的效率和質素。我們還有一些工作領域需要研究,所以在未來幾個月我或許會跟其他同事見面。管理層人員與前線員工都需要全力配合,以便成功地執行建議的提升和改進,從而減少眾人的工作量。

你的見議對任務的成功非常重要。請留意你的工作,若發現以下的情況,歡迎提出建議:

**冗餘** – 任何已沒需要的工作

**重複** – 任何沒有產生利益的重複性工作

**簡單勞力** – 幾乎不需人的判斷,可被機器設備取代的工作

**風險** – 對員工的健康和安全存在一定風險的工作,需要改變步驟或技術協助來改善

作為「首選服務機構」,我們期望你們能提供持續性的高質素護理。我們正向著「首選僱主」目標邁進,所以引入「精益 6 Sigma」管理概念,讓工作更高效和高質素。根據「精益管理」分析,我們會考慮多個選擇,盡最大努力讓你們運用正確的方法和知識以減少重複性工作和浪費。歡迎通過 [anna.wong@yeehong.com](mailto:anna.wong@yeehong.com) 與我聯繫,就問題或你認為有哪些工作流程需要改變一起探討。等待你們的消息。

## We Heard You

### HR 人力資源

**Q:** I have been here for 18 years and my security pass broke. It is normal wear-and-tear. So, I hope I don't have to pay for the replacement.

**A:** We understand that normal wear-and-tear of security badges for long-service staff is expected, so we have updated our policy to reflect that no cost should be borne by staff in this case.

**Q:** Why can we not be paid for meeting attendance?

**A:** Meeting opportunities like the Quality Forum is one of the ways to address staff requests for more transparency and two-way direct communication. Knowledge sharing and problem-solving are jointly owned by staff and management. We suggest you re-organize your work day to attend during your scheduled work hours and rotate with your colleagues. We also record the audio portion of the presentation and post it onto Intranet for those who cannot attend to review later. The discussions are also summarized in *Employee Matters*. Please suggest other time slots that suit your work schedule better.

**Q:** Why are we now asked to come back to the office after getting program supplies? It is more convenient to get them close to home and bring them back the next day. The new set up eats into our personal time.

**A:** The principle is that work tasks happen within work hours. It is ok to go straight home afterwards if the purchase is more conveniently done close to home, as long as it is kept in a safe place.

**Q:** In MSS, workload on 5/F is too heavy. We are short-

Since the Summer 2012 Quality Forum, we have considered your feedback.

Facilities and supplies for various centres have been provided: chair cleaning, sink, toaster, microwave, mailbox for kitchen staff, etc. as per divisional needs.

Health Memberships: We have negotiated a few new health club discounts, most are popular among our staff. See Intranet for details.

Using auto-attendant instead of Receptionist as first point of contact: Our aging clientele still benefits from a live attendant. We have redirected corporate calls to an auto-attended line to reduce switchboard workload.

staffed. Residents care needs are high. Can we add headcount and/or not admit Total-Care Residents?

**A:** Our staffing level is set by Ministry funding and budget constraints. Yee Hong's mandate is to provide seniors in need with a quality of life they deserve. Total-Care Residents are most in need and our staff has been trained to care for them. With resident turnover, we appreciate that there is sometimes fluctuation in workload. We will follow up with the ADRC on this case.

**Q:** Some staff members have got into motor vehicle accidents around our centres on their way to work. They felt stressed and wondered if the company can help.

**A:** Your car insurance policy should cover any necessary rehab services caused by the accident. If you have stress related to work, the following programs are available:

**Chronic Diseases Self-**

**Cross-Divisional seniority:** As per Collective Agreement, seniority accumulated from divisions where staff previously served cannot be counted towards the one staff are serving now.

**Long-Term Disability Opt-out for non-unionized staff:** For the plan's sustainability, the provider contract does not allow for individual opt-outs.

**Communicating death of residents to non-nursing departments:** In compliance with the *Personal Health Information Protection Act*, information about residents' health condition is disclosed as needed to departments.

In the recent Winter 2013 Quality Forum, here are the concerns collected.

**Management Program is available to staff for free**

**Caregivers' Education Seminars** – see "Courses for Family Caregivers" on [www.yeehong.com](http://www.yeehong.com)

**24/7 Employee Assistance Program** by Ceridian Life-works: 1-866-331-6851 – quote Group Plan 22494 & your Certificate Number

**Hong Fook Mental Health Association** Chinese language counseling services – 416-493-4242

**Q:** Do we implement exit interviews for retiring and resigning employees?

**A:** Staff always has access to exit interview upon departure. Because it is too late to ask them as they leave, we would like to engage them while they are here.

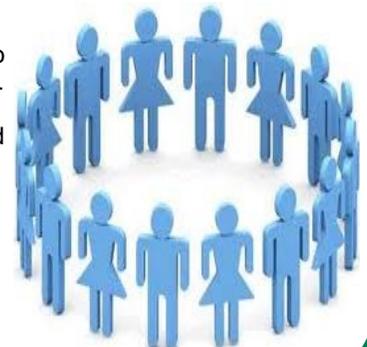
**Q:** For staff staying behind after their original shift for another 4 hours, can we get instant noodles, since we would not have prepared an extra meal in anticipation?

**A:** By policy, those who have just finished their originally scheduled 8-hour shift and stay behind for another 4 hours upon management request are provided with instant noodles, a drink and some cookies. This does not apply to employees who are scheduled to work a 12-hour shift. In reviewing this, we have decided to extend the same treatment to cover those who finish their originally scheduled 5-to-6-hour shift and stay for another 4 hours upon management request. The treatment for those on 12-hour shifts remains the same.

**Q:** As a manager, I find the new vacation accrual policy very confusing. It is very hard for me to make approval decisions because there is no visibility on vacation balance. I often have to ask the staff for their latest paystub. We don't mind approving vacation accruals but need to be equipped with the right information and clear guidelines.

**A:** We are considering this from a variety of angles, including addressing it with technology. For now, we would need staff's collaboration to inform managers their vacation balance.

**Q:** We received no raise in our dept because our title did not match any market equivalent. We don't find that fair.



## We Heard You

**A:** Salary grids for unionized positions are dictated by the Collective Agreement.

**Q:** Isn't the Restorative Care Aide role supposed to be on annual rotation? We want to have a fair opportunity for this but we are seeing that rotation is not happening.

**A:** This role is designed to be on annual rotation. We will work with all divisions to ensure consistency.



### Facilities 設施

**Q:** At FCH, we have a parking issue where we need to double-park. Can we use the PA system to facilitate car removal as necessary?

**A:** It will depend on the need and the time of the day as we need to minimize disruption for our seniors.

**Q:** At FCH, some drivers speed in our parking lot.

**A:** We are looking at installing speed bumps there to curb the speed of traffic.

**Q:** We recently had a fire drill under extreme cold weather alert and I got sick afterwards because we had to go outside first in order to get back to the lobby to complete the drill. Can we avoid scheduling drills on extreme weather days and/or allow sick employees to not participate in the drill?

**A:** Fire drills are required by the Fire Department according to the law. It is designed to prepare our staff for any possible situation. When the siren first sounds, there is enough time for staff to get their winter apparel before going outside. We all have to understand that in case of real fire, there is no choice of evacuating or not, regardless of weather conditions and personal circumstances.

**Q:** Thank you for implementing the process to reduce the burden of switchboard operators. We are very concerned that the FDN line is always forwarded to YHC switchboard because they use volunteers to man their switchboard and attendance is sporadic. At YHC switchboard, we receive a lot of complaints about challenges relating to donating money.

**A:** We have directed this to FDN to review the current switchboard process.

**Q:** At MCN, ground floor washrooms are high traffic areas but have no ventilation equipment. Our ADP staff risk back injuries from lifting seniors for toileting and have to suffer smells. This is the same case in the single-stall and other public washrooms. Lighting is good in washroom stalls but inadequate in washroom aisles.

**A:** We have already started to look at renovating the public washrooms in various areas because the stains over the years cannot be removed. We will also look into installing more lights there too if feasible.

**Q:** At MCN, our ultimate dream is to have one ceiling lift for every bed. Can we speed up the installation?

**A:** We have a schedule to install ceiling tracks and lifts.

It costs more for MCN due to architectural limitations. This has been our priority too, so we are definitely trying to install as many as possible based on budget limitation.

**Q:** I waited for years and never got a parking permit. I had to sell my second car. Can we improve the parking situation at MCN?

**A:** Parking is a historical issue at MCN. We know we are losing some volunteers and clients because of this. We have looked at these options:

*Renting space from neighboring plaza – no longer possible*

*Laying parking spots at hydro land – not possible due to risk of electric shock*

*Building a 2-storey parking garage next to CEM – City of Toronto does not allow since it blocks CEM's view*

*Renting spots from other neighboring malls – block offer of 50 spots too costly*

We have been consistent with the process of offering parking permits to staff and volunteers. We now have a taskforce looking into this.

**Q:** Can we minimize noise disruption during meetings from pagers and phones?

**A:** Staff are reminded to turn their equipment to vibrate in meetings and to step outside for calls to reduce disruption. Please remind each other if you run into this again.

### Communications 溝通

**Q:** Some of us are shy and we are happy to see the Suggestion Box adopted as a new channel.

**A:** We also have the [Staffsuggestions@yeehong.com](mailto:Staffsuggestions@yeehong.com) e-mail. Tea with Kaiyan is a way to contact her directly. You are encouraged to contact your supervisors to share ideas and resolve issues directly.

**Q:** Quality Forum is not reaching all front-line staff. We should display more posters in gathering places and use TV screens.

**A:** The TV screens are FDN property and their streaming videos are hosted by a third party offsite. We want to improve our communications and will consider your input.

**Q:** Is there a recap of the Quality Forum available?

**A:** The presentation with audio is available on the Intranet. Key messages are captured in this issue of *EmpLOYEE Matters*.

**Q:** Thank you for providing the full forms for the acronyms on the paystub as per my feedback.

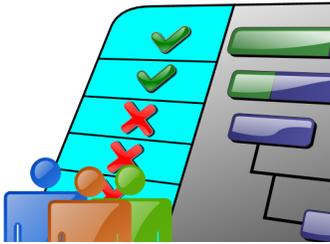
**A:** Providing full forms of the acronyms on the back of the paystub is a manual process. We cannot do that for every pay but will try to do this once a year.



## We Heard You

**Q:** Our department has more Mandarin speakers now than before and some of us are not confident enough in communicating with each other. Can we have some free Mandarin training classes?

**A:** We provided Cantonese classes before. Other language classes including English and Mandarin can be considered. We are working on an educational series for frontline staff on clinical care communications with cultural competency across English, Cantonese and Mandarin. We will update you as it becomes available. Families and residents have to understand that staff cannot speak all dialects and need to use other communication modes.



### Scheduling 工作時間表

**Q:** As a PSW going through the scheduling engagement process, I find the messages from executive management faded and changed by the time it reaches frontline staff.

**A:** We will engage our middle management to ensure consistency in messaging. They have been tasked with multiple projects and we are all learning at the same time.

**Q:** As a PSW, I have heard rumours that if we don't vote for any of the new schedule options, we will revert back to the old practice. Is that true?

**A:** Reverting back to the old schedule is NOT one of the options because the old

schedule requires significant improvement. The choices provided for voting were developed based on feedback from individual floors. If there are no votes, we will assume that our colleagues have no issues with any option. Otherwise, options with the most votes will be implemented.

**Q:** It is very hard to work a series of straight days and nights. The new schedule is not better than the old one.

**A:** The new schedule is designed based on scheduling best practices including:

#### *Fair and equitable*

#### *Respects circadian rhythm*

#### *Maximal predictability: Consistent approach across rotation and teams*

#### *Transparent rules*

#### *Collaborative approach: allows customization for staff preferences*

#### *Supports caregiver-client relationship: makes vacancies easy to fill*

With these principles and numerous opportunities for customization, much flexibility exists for staff to make the schedule as work-life friendly as possible. What seems the best schedule for one may be unfair to other team members. While there is no perfect INDIVIDUAL schedule, this practice ensures a fair one for the TEAM. We will NOT go back to the old way.

**Q:** Why can we not just have permanent shifts? Would that not be easier to fill?

**A:** We have heard a lot of you say that working a series of 3 Day shifts straight is very hard, and the same goes for night shifts. This means that permanent shifts would not be preferred by most staff.

**Q:** Under the new schedule, teams will have come up with their own sub-master. When someone leaves, will everyone go back to the Master?

**A:** Staff who were involved in creating the sub-master will go back to the master. This is to uphold the principle of equity, so that the new hire can have an equitable opportunity to work with the team to develop a new sub-master.

**Q:** Even with the new schedule, because of the lack of staff, Day-Evening-Night rotation still exists within the same week. So, why don't we go back to the old schedule?

**A:** In the new master schedule, the Day-Evening-Night rotations have been greatly reduced. When it does happen, it is a tradeoff for staff's preferences. We will NOT go back to the old schedules because some floors have lost their master schedule.

**Q:** Sick-call replacement is not consistently practised. Some staff are asked to replace multiple shifts in 1 call.

**A:** If there is a series of shifts incurred from 1 sick person, then they can be filled by 1 person according to rotating seniority, providing it does not incur overtime and it complies with all other relevant conditions. If multiple shifts are available from multiple sick staff members, they have to be individually filled. We are strengthening our messages about this to ensure consistency in practice.

### Management & Strategy

#### 管理&策略

**Q:** Please explain the integrated palliative care model.

**A:** We have historical funding for palliative beds, but found that a stand-alone residential

hospice is not financially sustainable to operate. We have been looking at an integrated model by reviewing those used by hospitals, community partners and visiting hospice service providers. We are about to build our own model.

**Q:** About "not work harder anymore, but work smarter", management is interested in front-line workers' point of view. We noticed processes have become more complex due to changing legislation.

**A:** We are often immersed in what we need to do and we keep taking on more work. The situation has worsened by the ever-intensifying legislation. As front-line staff, we need to constantly remind ourselves to avoid redundancy.

**Q:** Yee Hong is aspiring to become Employer of Choice. How do we assess that?

**A:** There are a few levels to qualify "Employer of Choice".

First, a definition was developed a few years back when the Strategic Plan 2011-2015 was developed by the Board.

We are soliciting staff input on their vision of Employer of Choice to validate our vision.

If and when we are ready, we will consider applying for awards and certifications out there in the industry.

We are still looking to model after successful employers to see how we can improve on overall staff health, transparency, communications and relationship building.



## The Infinite Weight of 6 grams

(from page 2)

innovative ideas in other corporate opportunities. She was the Joint Health and Safety Committee Chair of MCN. "Our committee is certified in workplace health and safety, so we can review existing processes and operations to ensure health and safety for our staff. We do so by conducting inspections for different areas, communicating with staff regarding their concerns, observing staff perform their routines and investigating according to incident reports."

She has been doing her part to make Yee Hong a healthy workplace for staff. Does she think Yee Hong has done its part in striving to be Employer of Choice? "I definitely think Yee Hong has come a long

(接第二頁)

什麼促使了你呈遞這個靈妙的想法?「我的同事和我一直在為面對審計,認證或類似情況時,牢記頤康遠景和使命而糾

way to communicate with staff directly and problem-solve together. I feel very confident and comfortable talking to my supervisor about challenges and solutions. I talk to my ADRCs and DRC a lot, and they always attend our floor meetings. I believe this respectful, supportive and transparent relationship with management empowers staff to succeed in their job."

"I feel that my employer is concerned about my personal as well as professional well-being. They offered for me to be part of the **Late Career Nurse Initiative** – a Ministry of Health and Long-Term Care Nursing Secretariat funded program to keep more experienced nurses in the field to avoid early retirement, so they

結。如果我們可以把它戴在身上,不僅有助於溝通,還可加強忠誠度,讓員工能明白自身的工作對頤康企業方針的直接影響。當我看到和工資單一起發派的工作卡時,我非常感動。

can focus on specific projects and training newer staff. Under this program, I was able to complete a series of projects on Incontinence and Behavior, Residents First, Behavioral Support, Dementia and high care-need seniors. As a result, we now have a documented knowledge series to train staff on how to avoid the behavioral triggers, to make care easier for staff and quality of life higher for our residents."

So, have we been successful in empowering staff, thereby succeeding in being Provider of Choice? "My mother-in-law is only willing to put down ONE long-term care home name on her application – Yee Hong Centre-Scarborough McNicoll. That, to me, is an excellent definition of Provider

of Choice. She is now on MCN 3/F living happily ever after. To avoid conflict of interest, she is not on my floor, but I have 100% confidence that she is in good hands."

I wasn't going to let this bright employee go without taking away something concrete for our fellow colleagues. "I only have two Tips for Success in our job. 1. Never stop learning to improve yourself. 2. Use effective listening and communication skills with staff, residents and supervisors. If we pull our weight on these, our job will become a lot easier and our service will align nicely with corporate mandates."

We can all travel infinite miles by pulling finite weight. What will you do to help?

頤康對員工不僅聆聽,更針對回饋付諸行動,這是對員工最大的關心。」作為回報,她得到的不只是6克重的工作卡,還有一張購物卡,對由此增加的體重,就不用提了。

英雄所見略同。我看到許多員工把手寫的緊急警號顏色排列貼在他們ID卡後面,所以將計就計,實行一卡兩用。

林少娟曾是MCN的健康和安全主管,「我們致力確保工作環境健康安全。我們回顧現行工作過程和操作,實施區域檢查,並就員工的憂慮跟他們溝通,觀察員工日常工作流程,就每個單獨事故進行調查。」

她達到了本職要求。那麼她認為頤康做到努力成為「首選僱主」了嗎?「頤康一直都在與員工直接溝通和解決問題方面作出努力。我有信心也很放鬆地和我的主管們談論問題和解決辦法。這顯示著和領導層尊重,支援和透明的關係。」

「頤康對個員工的個人及在職健康都很關心,為我提供了職業進收計劃 – 一個由安省衛生局資助的項目,使更多有經驗的護士留在崗位,避免提早退休。利用這個機會,我完成了對失禁及行為系列的研究,會使同事的日常護理工作變得容易,長者的生活質素改善。」

在支援員工及成為首選服務機構方面,頤康取得成功。「我家婆只願意在長期護理申請表上填「頤康麥瀝高」,那是對首選服務機構的鐵證。現她在MCN生活很開心,為避免利益衝突,她不在我工作樓層。」

沒有為其他員工提供有用的心得前,我不會讓這樣一個前瞻員工輕易離開。「我有兩個小建議分享。1.為提高自己,切勿停止終生學習。2.用有效的聆聽和溝通技巧與員工,長者和主管人交流。」

我們都能用有限的重量行駛無限的里程,你將如何行動?

### 2013 Safety Group Project

Yee Hong will once again participate in a WSIB Safety Group as part of our continuous improvement plan for health & safety performance.

In 2012, 2 areas were identified for improvement at FCH:

1. To conduct a record review (5 H&S-related document types, e.g. First Aid Logs, Inspection, Incident Reports, etc.) for quality and completion at each centre and implement improvement plan for deficiencies
2. Conduct Job/Task Analysis for high hazard tasks for Facility Aide and Maintenance Technician positions to document hazards and implement controls

In 2013, we will conduct the same review for the Markham Centre with the help of the Markham Joint Health and Safety Committee and the Manager of Occupational Health & Safety, identify areas of improvement and implement an action plan.

With the approval of the Senior Leadership Council, the recommendations from the review will be incorporated into an action plan in our annual Continuous Improvement Plan (CIP).

## Yee Hong Album



MSS Chinese New Year Celebration



Social Service Chinese New Year Celebration

### Your Emotional Health Matters

Did you know that Yee Hong staff and volunteers can get **50% off** of the registration fee for programs organized by Yee Hong Caregiver Education & Support Services?

All staff are also invited to attend the Chronic Diseases Self-Management programs on Diabetes and Pain Management for **FREE**.

For details, e-mail Maria Chu at maria.chu@yeehong.com.

### 關注你的情緒健康

你是否知道如果頤康員工和義工參加頤康護老教育及支援服務課程,有半價優惠?

所有員工同時獲邀參加糖尿病及痛症管理的長期病患自我管理課程。費用全免。詳情聯繫社區服務部經理朱陳麗嫦女士

maria.chu@yeehong.com

### Netiquette

As per your feedback, we have unblocked the major social media sites for you to stream videos for training and activity facilitation purposes. Please visit our Intranet to review the **Social Media Usage Guidelines** to ensure you benefit from this privilege **responsibly**.

Yee Hong suffers chronic e-mail overload. Please do your part to ensure efficient and effective e-mail use.

1. Minimize the use of "Reply All".
2. Break the "Thank-you" and "Noted" habit in e-mail.
3. Use "CC" sparingly. If a message requires one's attention, use the "TO" field. If not, leave them off.
4. Reply by phone to discuss complex issues or multiple points.

Name	
Department / Division	
Issue(s)	
Suggested Solution(s)	

**Staff Feedback Form:** Complete In English or Chinese & Drop into Suggestion Box at any Centre