

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 28, 2025

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 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.

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. Yee Hong also builds organization and system capacity for high quality, inclusive, and integrated services, and care.

Yee Hong Centre has once again demonstrated its commitment to excellence by actively participating in the 2022 Accreditation process. This comprehensive evaluation encompassed all four Yee Hong long-term care centers and the Community & Professional Services division program. As a result of the organization's dedication, high quality standards, Yee Hong was granted Accreditation Canada Exemplary Standing for the period from 2022 to 2026.

Exemplary Standing is the highest possible designation awarded by Accreditation Canada. It signifies that an organization has gone

beyond the requirements of the accreditation program and demonstrates excellence in quality improvement. This prestigious recognition highlights Yee Hong's continuous efforts to improve the quality of care, safety, communication, and overall delivery of services.

Notably, Yee Hong has consistently achieved the highest accreditation standing of EXEMPLARY since the accreditation process began in 2000, showcasing their unwavering commitment to excellence. This status is a testament to the hard work and dedication of everyone involved.

Yee Hong Centre has consistently outperformed the provincial average in key Long-Term Care (LTC) indicators, highlighting its commitment to providing exceptional care. For instance, from October 2023 to September 2024, Yee Hong's corporate average for the percentage of residents whose mood symptoms of depression worsened was 6.5%, significantly lower than the Ontario provincial average of 20.5%. Similarly, the corporate average for the percentage of residents whose pain worsened was 2.9%, compared to the provincial average of 9.0%.

Additionally, Yee Hong's corporate average for the percentage of residents who fell in the last 30 days was 7.0%, while the provincial average stood at 16.3%. Furthermore, the corporate average for the percentage of residents whose stage 2 to 4 pressure ulcer worsened was 1.0%, in contrast to the provincial average of 2.3%. These impressive results highlight Yee Hong's dedication to maintaining and improving the quality and safety of its programs and services, setting a benchmark for excellence in the long-term care sector.

Yee Hong's efforts have resulted in notable success in reducing avoidable emergency department (ED) transfers. This is evidenced by the impressive avoidable ED transfer average of 4 LTC homes' overall rate of 13.3% per 100 resident days, according to the latest ministry report for October 2023 to September 2024. This rate is significantly lower than the provincial average, which stands at 21.7%.

Yee Hong Centre – Scarborough Finch (Yee Hong Finch) operates 250 long-term care beds with also a specialization in caring for residents requiring peritoneal dialysis needs. With approval from the Government of Ontario to operate additional long-term care beds, Yee Hong is constructing a new 224-bed long-term care centre adjacent to this location. This will increase Yee Hong Centre's total operating LTC Beds to 1,029. The 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.

Yee Hong Finch is one of the few designated ethnocultural long-term care homes in Ontario and determined to meet the linguistic needs, food preferences and culturally specific activities of this vulnerable population. In addition to serving Chinese speaking seniors, there are 25 beds or 10% of the 250 beds dedicated to residents of Japanese descent and delivering culturally appropriate care will enhance both their quality of care and quality of life overall.

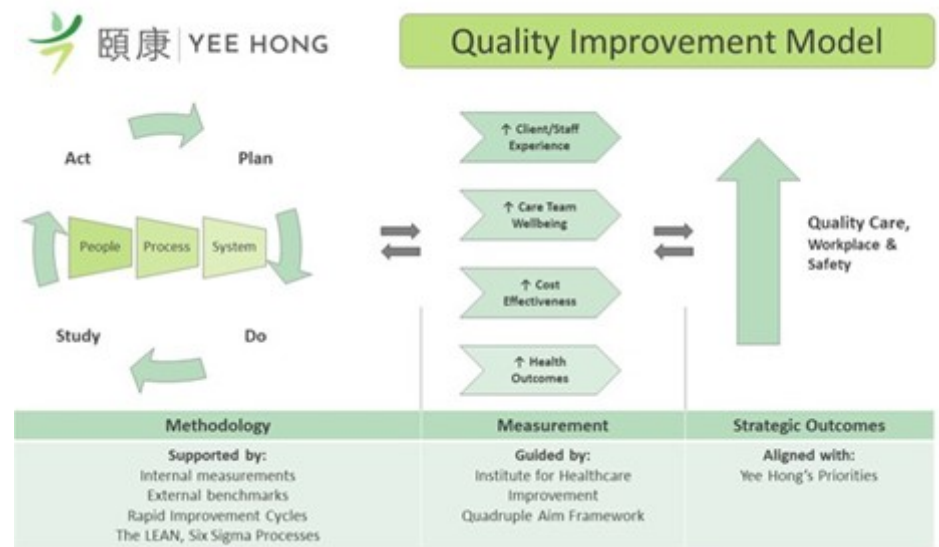
Quality Improvement Model at Yee Hong

Yee Hong is committed to continuous quality improvement. Each year, the organization engages in quality improvement and safety initiatives to meet or exceed the needs of the clients, residents, families, and staff. Yee Hong's Quality Improvement (QI) Model guides the development, monitoring, and planning of quality improvement and management activities.

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. It is based on four principles: evidence-based, person-centred, provider-informed, and corporately aligned.

Supported by analytical processes and annual survey results, Yee Hong has determined a strong correlation between (a) employee engagement and employee satisfaction and (b) client/resident and family experience. Furthermore, Yee Hong has identified key factors that may serve to forecast the level of job satisfaction among different employee groups. 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/resident safety and employee engagement initiatives will positively impact health outcomes, client/resident 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 Finch has experienced a steady increase in demand for long-term care, with over 3,500 clients/residents currently on the waitlist. This surge in demand highlights the urgent need for additional long-term care beds to accommodate the growing number of seniors requiring culturally appropriate care.

Yee Hong Finch has undertaken a series of strategic initiatives aimed at improving access and ensuring timely and comprehensive healthcare delivery. One key initiative involves increasing accessibility by providing Nurse Practitioner services, complementing the 24/7 access to medical doctors. This expanded availability facilitates a broader range of primary care services, allowing for timely assessments and interventions.

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 resident outcomes. This improved urgent service enhances the overall efficiency and effectiveness of healthcare delivery.

Furthermore, Yee Hong Finch prioritized person-centred care for the residents by collaborating with several external support organizations, including Behavioral Support Ontario, the Behavioral Support Outreach Team for Long-Term Care from Baycrest, and the Geriatric Mental Health Outreach Team from Scarborough Health Network. These partnerships are particularly beneficial for residents at Yee Hong Finch who may present with, or be at risk for, responsive behaviors.

Collaborating with the interprofessional teams from Behavioral Support Ontario provides specialized assistance for individuals exhibiting complex and challenging behaviors associated with mental health issues, dementia, or other neurological conditions. These teams also play a critical role in supporting and educating staff and families about these conditions. The goal of this initiative is to provide enhanced care and interventions to manage responsive behaviors, improve residents' quality of life, and create a safe, supportive environment for both the affected individuals and other residents.

Yee Hong Finch's efforts have resulted in notable success in minimizing avoidable emergency department (ED) transfers, as evidenced by the impressive avoidable ED transfer overall rate of 10.3% per 100 resident days over a 12-month period, according to

the latest ministry report for October 2023 to September 2024. This rate is only half of the provincial average, which stands at 21.7%. By employing a full-time attending Nurse Practitioner (NP), residents gain immediate access to medical assessments and interventions when their conditions change, which helps to reduce unnecessary ED transfer. These collective initiatives underscore Yee Hong's commitment to a person-centred approach, systematically eliminating barriers to accessing timely and appropriate care, and reflecting a comprehensive strategy to enhance the overall resident experience and health outcomes.

EQUITY AND INDIGENOUS HEALTH

Fundamentally, one of the missions of Yee Hong as an organization is to address the lack of culturally appropriate services in the long-term care, community and hospice/palliative care sectors that lead to inequitable access to quality services for East Asian and other ethnic minority seniors in the Greater Toronto Area. Since its inception, Yee Hong has been driven by its mission to offer a full continuum of culturally appropriate services and care for seniors living in home and community, long-term care, and hospice settings to optimize their physical, mental, psycho-social, and spiritual well-being. Yee Hong also builds organization and system capacity and develops capabilities 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 the organization and the communities served, Yee Hong has established a corporate Equity, Diversity, and Inclusion (EDI) Team, and champions to offer

guidance and resources for integrating health equity into policies, and to explore opportunities to increase staff's EDI awareness and sensitivity. Yee Hong believes that enhancing EDI awareness will further promote a more inclusive working environment and lead to better access to care for clients, residents, and family members. In 2024, EDI training was added to the annual mandatory training for all staff, ensuring that everyone is equipped with the knowledge and skills to foster an inclusive and diverse environment.

Yee Hong is committed to ensuring that all clients, residents, and family members receive culturally appropriate care. The organization strives to foster an inclusive and equitable environment where everyone is treated with respect and dignity. Staff continuously work hard to ensure that everyone is provided with the same opportunities regardless of race, gender, sexual orientation, age, ability, or any other factor and are committed to promoting diversity and cultural awareness within the organization and throughout Yee Hong services. The aim is 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 guided by core principles and informed by best practices. It also articulates Yee Hong's strategy to realize these goals.



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

PATIENT/CLIENT/RESIDENT EXPERIENCE

Yee Hong is deeply committed to fostering resident involvement in decision-making process, emphasizing the values of their independence, health, and dignity. A person-centred approach to care and service delivery is adopted, recognizing every resident and their significant others as unique individuals. The feedback and perspectives are invaluable. Resident Council and Family Council representatives are active members of the Divisional Quality Committee (DQC) at Yee Hong Finch. These representatives are regularly provided with updates on care program progress and evaluations, creating opportunities for discussion and feedback on the quality of care delivered.

Yee Hong Finch has made significant progress in enhancing the holistic experience for residents and families. This includes

prioritizing and facilitating open communication, resident involvement, and family satisfaction. The organization maintains an open-door policy, encouraging continuous feedback from residents and their families. This fosters transparency and supports a culture of ongoing improvement.

In 2024, Yee Hong Finch launched a comprehensive Quality Improvement Plan that prioritized resident involvement in care planning and enhanced dining experiences. A key initiative within this plan was the implementation of informal social gatherings for direct care staff and residents. These gatherings fostered greater resident engagement in both care activities and social interactions while also promoting positive therapeutic relationships between staff and residents. Residents' dining experiences have enhanced. In the 2024 resident satisfaction surveys, the rate of meals served at an appropriate temperature was 91%, meals tasty was 93%, and meals appealing was 90%.

Furthermore, Yee Hong Finch has made remarkable strides in the 2024 family satisfaction survey, reaching 97% in expressing satisfaction with how Yee Hong involves them in the care of their loved ones. This achievement underscores the organization's dedication to involving families in the care process and ensuring their concerns and preferences are addressed. Measures to enhance person-centred care, including ongoing staff education, increased family meeting time, and proactive communication during changes in clinical conditions, highlight Yee Hong's commitment to providing culturally appropriate and person-centred care.

The 2024 resident satisfaction surveys, conducted from October 21

to 25, 2024, yielded an impressive 99% overall satisfaction rate with the quality of care provided at Yee Hong. Similarly, the family satisfaction surveys, conducted between October 2 and November 14, 2024, revealed a 93% overall satisfaction rate with the quality of care and services provided to their family members at Yee Hong. The positive feedback underscores Yee Hong's dedication to creating a supportive and caring environment for both residents and their loved ones.

The 2024 resident and family satisfaction survey results were shared with the resident council on January 24, 2025 and the family council on January 27, 2025. The copies of the results were also posted on the bulletin board in February 2025 for residents, families, and staff. The 2024 Quality Improvement work plan and narrative were shared with the family and resident council on April 8 and April 12, 2024, respectively.

The 2024 resident and family satisfaction survey results were presented to staff across departments from February to March 2025. Subsequently, collaborative action plans were drafted, incorporating valuable feedback from team members. Overall, Yee Hong's holistic approach and dedication to continuous improvement are evident in the positive outcomes and increased satisfaction rates among residents and their families.

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 staff. Yee Hong actively supports employees to create a safe

and productive work environment that promotes employee wellness.

Every year, Yee Hong Finch implements various strategies to promote staff wellness and conducts celebrations and recognition events to celebrate staff and their achievements:

- 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, staff BBQ party, raffles, and Staff Appreciation Celebration.
- Celebrated Cultural festivities, including Lunar New Year, Mid-autumn festival, and Seasonal holiday events.
- Provided support and conducted visits during shifts and weekends to ensure continuous engagement by the management team.

The December 2024 staff appreciation celebration was a particularly notable occasion, attended by approximately 500 Yee Hong staff members. The event celebrated Yee Hong's successes with a mix of laughter, shared meals, presentations, and awards, reinforcing the organization's commitment to recognizing and supporting staff.

Staff recruitment and retention have been significantly enhanced in 2024 through engaging activities, efforts to reduce overtime, and a strong commitment to promoting diversity, equity, and inclusion.

These initiatives collectively reflect Yee Hong's dedication to prioritizing and improving the overall experience and well-being of its valuable staff.

The Employee Pulse Survey was conducted from May 5 to June 3, 2024. These surveys conducted annually are to ensure the organization addresses the needs of its employees. This is an important part of the organization’s commitment to creating a positive work environment and ensuring staff members feel valued and heard. Survey results are used to make improvements and changes to the workplace policies and practices. Employees’ feedback is highly valued, and Yee Hong strives to provide a safe, productive, and enjoyable work environment for all staff.

SAFETY

At Yee Hong, safety is of the utmost priority to provide a safe and secure environment for everyone and takes this responsibility seriously. All safety protocols are followed to ensure resident safety and wellbeing, including training staff, conducting regular audits, and implementing comprehensive resident safety policies and procedures, such as falls prevention program, medication safety, and Infection Prevention and Control program. There is an incident reporting system in place to help staff continually monitor, evaluate, and improve services and to minimize the risk to residents.

Yee Hong prioritizes and promotes safety through ongoing learning and continuous improvement initiatives. The internal clinical team conducts weekly risk management meetings to address risk related to resident safety within the home. Monthly monitoring of key performance indicators, such as falls, skin and wound incidents, and

the appropriate use of antipsychotic medications, is a cornerstone of Yee Hong's safety efforts. Notably, Yee Hong's clinical data demonstrates consistently low fall incidents, restraint usage, and avoidable ED transfers compared to the provincial Ontario average.

Crucially, Yee Hong Finch actively shares significant data with staff, residents, and their family members, fostering a culture of transparency and informed decision-making. Through these comprehensive safety initiatives, Yee Hong not only prioritizes the well-being of its residents but also demonstrates a commitment to ongoing learning, improvement, and the delivery of high-quality care as well as the enhancement of the quality of life of the residents.

Risk Management

Yee Hong is committed to improving the safety and quality of care. With the incident reporting system - Risk Management, all resident safety incidents can be reported promptly to the family or substitute decision-makers, staff, and the Ministry, as required by applicable legislations and laws. The Risk Management system ensures that follow-up actions are taken in a timely matter and allows data collection and analysis so that strategies can be developed to prevent the recurrence of events. On a scheduled basis, all incidents and other safety-related data are reviewed, analyzed with the interprofessional care team at the quarterly Divisional Quality Council meetings. During these meetings, the team discusses fall incidents, usage of antipsychotic medications and restraints, skin and wound cases, and challenging responsive behaviors.

Furthermore, at every resident and family council meeting, key performance indicators related to resident safety are shared and care program education is provided. During staff meetings, care team leaders also inform staff of any medication and critical incidents that occurred and how to manage and prevent recurrences.

Infection Prevention and Control

The Infection Prevention and Control (IPAC) program, supported by a full-time IPAC Manager, other Clinical/Administrative Leaders and the Corporate IPAC Committee, is a comprehensive and collaborative effort to prevent and control the spread of infection in Yee Hong. It involves the implementation and adherence of policies and procedures, providing ongoing education, completing audit processes, and partnering with key stakeholders.

In collaboration with the Scarborough Health Network IPAC Hub, the best practices are shared and effective approaches to IPAC practices are developed. Continuous IPAC practice training and in-services were provided for all staff in addition to annual IPAC training and new staff orientation.

Regular IPAC audits are conducted to assess compliance with IPAC practices and identify areas for improvement. During respiratory disease peak seasons, Yee Hong Finch implements additional safety measures, such as the mandatory use of masks for both staff and visitors in resident care areas. By taking an evidence-based and proactive approach to infection prevention and control, Yee Hong ensures the health and safety of staff, clients, residents, and family

members.

Medication Safety

There is continuous collaboration with Yee Hong's pharmacy vendor to deliver the highest standard of medication safety for residents.

The following necessary steps to ensure medication safety are taken:

- Implementing safe medication policies and procedures
- Conducting regular medication, safety audits and evaluations
- Providing comprehensive medication training and education for all new hires and regularly for all nursing staff
- Reviewing and analyzing each medication incident
- Installing cameras, surveillance, timed door alarms and electronic locks in all medication rooms
- Digitalizing quarterly medication review process
- Utilizing Pharmacist consultation
- Reviewing the medication safety program annually
- Documenting medications on the electronic medication administration record (eMAR) system

Workplace Violence

Preventing workplace violence is important at Yee Hong, despite its infrequent occurrence. The primary focus is to ensure the safety and respect of everyone in the home, including residents, staff, families, and visitors. At Yee Hong, any form of violence directed towards residents, family members and staff will not be tolerated. All reports of violence are treated with the utmost seriousness and immediate action is taken.

- Establishing comprehensive policies and procedures, including staff training, risk monitoring, and annual Code White 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, and Respect in the Workplace - Building a Healthy Workplace.
- 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

Emergency preparedness is of critical importance and is recognized by anticipating a wide spectrum of unplanned events both internal and external. A comprehensive policy is developed to ensure that there are timely and effective responses. This commitment extends to clients, residents, employees, and other stakeholders and encompasses these key principles:

- Maintain appropriate emergency response plans that provide clear guidance for responding to potential emergencies.
- Align emergency preparedness with the local health system and

sector-specific plans. Staff participate in external planning forums, including regional pandemic preparedness committees.

- Evaluate drills and practices regularly to ensure readiness based on various emergencies (e.g., loss of essential services, fire emergencies, medical crises, natural disasters, and infectious diseases). Annual testing is maintained to ensure preparedness and continuous improvement.

Annual Emergency Evacuation Tabletop Drills, Code Green and Code Orange, were conducted across the four Yee Hong long-term care homes to improve preparedness and ensure compliance with the Fixing Long-Term Care Act, 2021 (FLTCA) and its regulations. These drills are essential to the emergency planning process, simulating real-life emergency scenarios to test and strengthen response protocols. Yee Hong Finch collaborated with other Yee Hong long-term care homes, Finch Hospice, Finch Adult Day Program, and Garden Terrace to ensure that all care settings within the Yee Hong organization are aligned in their emergency response strategies, sharing resources and expertise. The drills provide an opportunity to review emergency plans, refine communication processes, and enhance staff readiness for a variety of emergency situations. The overall goal is to maintain the highest level of safety and preparedness for residents, staff, families, and visitors across all Yee Hong facilities.

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

PALLIATIVE CARE

Yee Hong Finch has developed a structured collaborative Palliative care program to guide daily practices and a robust team to address residents' Palliative and end-of-life care needs.

The Yee Hong Palliative Care and End-of-Life Program (PEP) policy outlines the principles, purpose, procedures, and roles and responsibilities of each interprofessional team member and respects the following palliative care principles:

- Uphold the resident's quality of life
- Treat the individual as a whole person with physical, psychosocial, and spiritual needs
- Address the needs of both the resident and their family
- Provide support and comfort to the resident and the family
- Respect resident's choices and decisions
- Ensure continuity and integration of care
- Leverage an Interprofessional Team Approach which consists of nursing staff (PSWs, RPNs and RNs), the physician, nurse practitioner (NP), rehab therapists, dietitian, volunteers, recreation, social work, pharmacist, spiritual and religious care, music/art/complementary or alternative therapists, and any other care providers involved in the resident's care

The process of initiating palliative care discussions begins on the resident's admission day, including the advanced care planning discussion. Residents and their families receive written materials related to palliative care in their preferred languages, including Cantonese, Mandarin, Japanese, and English. Goal-of-care meetings are scheduled when significant changes in a resident's health condition occur. Monthly Interprofessional Comfort Care Team Rounds are held to identify palliative care needs early. Complex

palliative care cases receive expert consultation and support from Yee Hong Hospice palliative care specialists and hospice physicians.

In addition, Yee Hong Finch provides compassionate support for family members whose loved ones are nearing the end of their life.

This support includes:

- Comfort space equipped with sofas, water, microwave, other amenities
- Emotional support provided by the interprofessional team
- Bereavement and grief support offered by Social Workers and Spiritual and Religious Care Practitioners

Education and training in Palliative Care and Advanced Care Planning are provided to staff, residents, and families annually. Yee Hong Social Workers also promote Advanced Care Planning education and workshops, individually and in groups, throughout the continuum of care. This includes:

- Active seniors living in the community
- Yee Hong applicants waiting for a bed
- Seniors in YH's assisted living residences
- Senior receiving Yee Hong housing support
- Residents admitted to Yee Hong long-term care
- The families of Yee Hong long-term care residents

Resident and Family Council representatives are invited to participate as members of the Yee Hong Finch Palliative Care Committee and as Palliative Care champions. The Palliative Care program undergoes regular evaluation through feedback from residents, family members, and interprofessional team members.

Recommendations for program improvements are incorporated into the annual policy and procedure review, ensuring that the program aligns with current best-evidence practices.

POPULATION HEALTH MANAGEMENT

Yee Hong Finch has demonstrated a proactive and collaborative approach in working with healthcare partners and Ontario Health Teams to meet the diverse needs of the population. The organization actively engages in initiatives that prioritize preventative care, health promotion, and well-being for the entire community.

Participation in roundtable discussions with other Long-term care homes and Scarborough Health Network (SHN) highlights Yee Hong Finch's commitment to infection control readiness and chronic disease management. By collaborating with peers and the broader healthcare community, the organization contributes to a collective effort to enhance preparedness and situational awareness, ensuring a robust response to health challenges.

Since 2019, the Executive Director of Yee Hong Finch has co-chaired the Scarborough Health Network (SHN)/Long-Term Care Home/Retirement Home Committee alongside a Vice President/Director from the SHN. This committee brings together leaders from 22 Long-Term Care (LTC) homes, representatives from retirement homes, SHN, Toronto Public Health, Ontario Health at Home, Ontario Health, and physicians. The committee meets monthly to discuss and address key operational issues impacting the sector. It also creates working groups that generate and share learning opportunities, fostering the development of a Community of Practice (CoP), and strengthening system-level capacity and

capability.

In addition, the Executive Director of Yee Hong Finch plays a leadership role as a co-lead in developing a recommendation package for other LTC homes regarding goals of care discussions and palliative care. This work is done in collaboration with the SHN project team. This leadership demonstrates Yee Hong Finch's commitment to sharing best practices and contributing to the development of guidelines that enhance the quality of care across the broader LTC home community.

CONTACT INFORMATION/DESIGNATED LEAD

Ivan Ip, Executive Director and Vice President, Organization and System Transformation

T: 416.412.4571 ext. 2100 | M: 647.458.7313 |

E: ivan.ip@yeehong.com | F: 416.321.6313

Yee Hong Centre – Finch | 60 Scottfield Drive | Scarborough, ON, M1S 5T7

OTHER

Julie Kwan, Director, Quality, Performance and Practice T:

416.412.4571 ext. 1113 | M: 647.881.0728 | E:

julie.kwan@yeehong.com | F: 416.321.0034

Yee Hong Centre – Finch | 60 Scottfield Drive | Scarborough, ON, M1S 5T7

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 **March 28, 2025**

Anthony Chang, Board Chair / Licensee or delegate

Lloyd DelRosario, Administrator /Executive Director

Julie Kwan, Quality Committee Chair or delegate

Glen Chow, Other leadership as appropriate
