

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 – Mississauga (Yee Hong Mississauga) operates 200 long-term care beds. With approval from the Government of Ontario to operate additional long-term care beds, Yee Hong is constructing a new 224-bed long-term care center near the current Yee Hong Finch Centre. This will increase Yee Hong Centre's total operating LTC Beds to 1,029. The new center will help address Yee Hong's current multi-year waitlist and increase access to culturally appropriate services to support the community's increasing needs.

Quality Improvement Model at Yee Hong

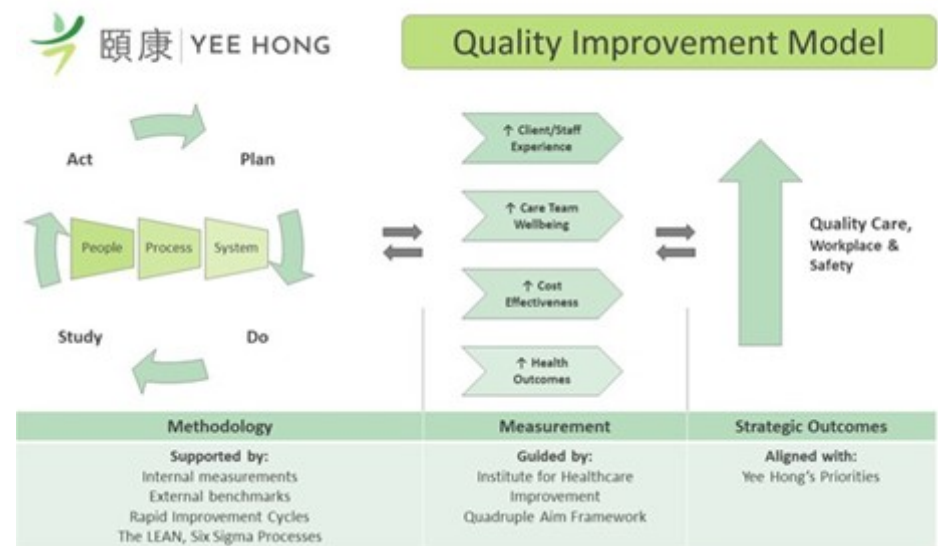
Yee Hong is committed to continuous quality improvement. Each year, the organization engages in quality improvement and safety initiatives to meet or exceed the needs of clients, residents, families, and staff. Yee Hong's Quality Improvement (QI) Model guides the development, monitoring and planning 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 surveys 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 Mississauga collaborates with Ontario Health at Home (OHaH) Mississauga Halton to facilitate the admission process for residents from their current living environment or the hospital. Currently, the waitlist for Mississauga is approximately 800 clients/residents and continues to grow. This surge in demand highlights the urgent need for additional long-term care beds to accommodate the rising number of seniors requiring culturally appropriate care.

Yee Hong Mississauga's partnership with the Trillium Health Partners Long-term Care (THP LTC) Virtual Care Program is one of the examples of a commitment to providing efficient and accessible healthcare services for residents. By joining this program, Yee Hong Mississauga aims to reduce unnecessary transfers to the Emergency

Department (ED) and enhance the resident care experience. The THP LTC Virtual Care Program offers residents rapid access to hospital services by connecting with a THP internist for acute care consultation. Their expedited Diagnostic Imaging, including X-ray, Ultrasound, Magnetic Resonance Imaging & Computed Tomography Scan modalities, can be scheduled the same or the next day, with results read within 48-72 hours. This partnership emphasizes leveraging technology to deliver timely and efficient healthcare services to the LTC community. It ensures that residents receive the right care at the right time and place and helps alleviate the burden on the Emergency Department by reducing avoidable transfers. In addition, THP LTC supports Yee Hong Mississauga by providing virtual specialist medical consultation when required. These services assist with decision making on medical treatment and best course of action (i.e., remain in LTC or transfer to hospital).

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

Mobile image services can meet residents' urgent needs by allowing

for early diagnosis and treatment. Early diagnosis is key to initiating appropriate treatments promptly, potentially preventing complications and improving patient outcomes. This improved urgent service enhances the overall efficiency and effectiveness of healthcare delivery.

As a result of these initiatives, the number of potentially avoidable emergency department (ED) visits has shown a consistent reduction. The overall rate for Mississauga was 12.9% per 100 resident days, according to the latest ministry report covering the period from October 2023 to September 2024. This rate is significantly lower than the provincial average of 21.7%, highlighting the effectiveness of the implemented strategies.

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 a leader, driven by its mission to offer a full continuum of culturally appropriate services and care for seniors living in the 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

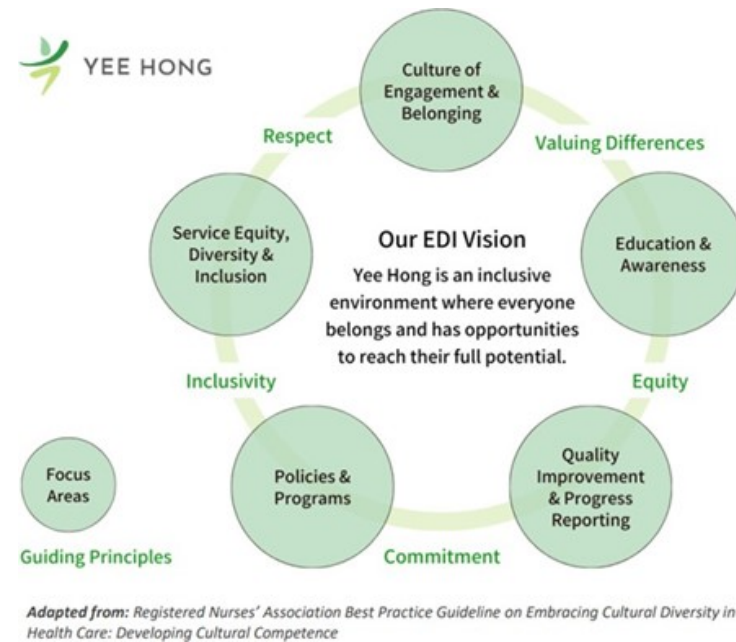
services access. To advance health equity within the organization and the communities served, Yee Hong has established a corporate Equity, Diversity, and Inclusion (EDI) Team and champions to offer guidance and resources for integrating health equity in policies, and to explore opportunities to increase 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 goal is 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.

The following diagram provides a visual depiction of the framework

and its components:



PATIENT/CLIENT/RESIDENT EXPERIENCE

Yee Hong is deeply committed to fostering residents' involvement in decision-making processes, 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 members of the Divisional Quality Committee (DQC) at Yee Hong Mississauga. These representatives are provided with care program progress and evaluation allowing opportunity for discussion and input on the quality of care provided at Yee Hong Mississauga. The open dialogue and collaboration can highlight areas of improvement and suggest solutions or enhancements to the existing care and services, leading to better outcomes, and a

more satisfying experience for everyone involved.

Yee Hong Mississauga embraces a proactive approach and implements various initiatives to enhance the care transition experiences of newly admitted residents and their families to long-term care. The team identifies the newly admitted residents' care needs and challenges prior to admission by utilizing the "New-Admission Review Form". The residents' needs and care challenges are shared in advance with the interprofessional team to prepare proactive measures, such as fall prevention, skin and wound care, and behavior management. The team develops care plans in collaboration with residents and families in a holistic approach, considering their specific needs, preferences, and goals. During the care conference, the experiences of the newly admitted residents and their families are evaluated, which allows the team to gather feedback and make any necessary adjustments to ensure a smooth transition and quality care. Yee Hong Mississauga strives to create a supportive and inclusive environment where newly admitted residents and their families feel confident and well-cared for during their transition to long-term care. In 2024, all 39 newly admitted residents reported positive transitional experiences.

In addition to the New Admission Review Form, a video was developed last year to assist seniors with their transition to their new home. The video offers detailed information about what to expect on the day of admission and outlines the daily routines of residents at Yee Hong Mississauga. The video will be launched in 2025 to support the admission process and transition.

A variety of cultural activities and food menus from different countries such as Korea, India, Vietnam, and Portugal are offered

during special themed months. This is to enrich residents' experiences and foster an inclusive and diverse community where everyone feels valued and celebrated. Monthly residents' birthday parties provide enjoyable environments for residents to celebrate their birthdays together. Other cultural festivals, such as Christmas and Lunar New Year, are celebrated with singing, dancing, drama, and lucky draws. Special food menus are always embraced to enhance residents' experiences and promote cultural appreciation.

Annually, resident and family satisfaction surveys are conducted to seek resident and family feedback and experiences on quality and performance. Based on the survey results, the care team develops and implements actions to address any areas of improvement. Survey responses and action plans shared and reviewed with staff, residents, and families.

The 2024 resident satisfaction surveys were conducted from October 21 to 25, 2024 yielded an impressive 98% overall satisfaction rate with the quality of care provided at Yee Hong. Similarly, the family satisfaction surveys, conducted between October 2 to November 14, 2024, revealed a 97% 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 at the Resident Council on January 10, 2025, and at the Family Council on February 22, 2025. Copies of the results were posted in the home in the month of February. The progress of the 2024 Quality Improvement work plan was also shared with the

Resident Council and the Family Council on those dates, respectively. The Resident Council and Family Council are kept up to date on the Continuous Quality Improvement progress at their regular scheduled meetings and feedback is requested as appropriate. Yee Hong also held virtual town halls with family members to provide updates and information about Yee Hong's Strategic plan and current events.

The 2024 resident and family satisfaction survey results were presented to staff across departments during the months of January and February 2025. Subsequently, collaborative action plans were drafted, incorporating valuable feedback from team members. The final action plans will be shared with staff in the month of April 2025, fostering a culture of continuous improvement.

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 Mississauga 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, and Staff Appreciation Celebration.
- Celebrated Cultural festivities, including Lunar New Year, Mid-autumn festival, and Seasonal holiday events.
- Offered food, healthy snacks, a subsidized meal at the Mandarin buffet restaurant, and numerous prizes and draws in the staff event.
- 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.

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 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 Trillium Health Partners' Community Outreach IPAC Hub and Peel Public Health the best practices are shared and effective approaches to IPAC practices are developed. For example, the home organized multiple vaccination clinics for residents and staff. By taking an evidence-based and proactive approach to infection prevention and control, the health and safety of staff, residents, and family members are promoted.

Regular IPAC audits are conducted to assess compliance with IPAC practices and identify areas for improvement. During respiratory peak seasons, Yee Hong Mississauga implements additional safety measures, such as the mandatory use of masks for both staff and

visitors in resident care areas which helped achieve an impressive 95% immunization rate.

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 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

Every resident at Yee Hong will receive Palliative Care and End-of-Life care as needed to meet their needs. The Yee Hong Interprofessional team will evaluate and document the effectiveness of the Palliative Care and End-of-Life program annually to ensure compliance with the legislative requirements.

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, psycho-social, 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

Yee Hong is committed to providing comprehensive and compassionate care for all residents. As part of Yee Hong's dedication to high-quality palliative care, Palliative Performance Scale assessments are conducted for all residents to ensure their needs are continuously monitored and addressed. The End-of-Life

Care Order Set is readily available to support residents, ensuring they receive the appropriate care and comfort. To maintain a high standard, training in Palliative Care and End-of-Life is provided during new hire orientation for new staff and annually for existing staff.

The partnership between Yee Hong Mississauga and Acclaim Health provides comprehensive and holistic care for residents in need of palliative support. The Acclaim Health Palliative Care Consultant brings valuable expertise in providing specialized care for residents experiencing pain and symptoms by utilizing their expertise. Treatment plans and interventions are tailored to address specific needs and improve overall comfort of residents. Together, the collaborated care team strives to alleviate suffering, enhance quality of life, and support individuals and their families through the challenges of serious illness.

POPULATION HEALTH MANAGEMENT

Yee Hong is dedicated to fulfilling its mission of providing a full continuum of care and services for seniors living in every setting to optimize their physical, mental, psycho-social, and spiritual well-being. Yee Hong also collaborates with various partners to enhance organization and system capacity in offering culturally sensitive, person-centred, and excellent care. Yee Hong recognizes the importance of integrating services and care across different sectors and organizations to provide a seamless experience for seniors. By fostering partnerships, Yee Hong leverages the expertise and resources of other organizations to create a more comprehensive and efficient system of care.

Yee Hong Mississauga collaborates with external partners, such as

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

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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 **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
