

Growth. Innovation. Leadership.



YEE HONG

2026-2028 Renewal and Performance Plan

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Introduction

Growth. Innovation. Leadership.

Since opening our first home in 1994, Yee Hong Centre for Geriatric Care has steadily grown to become a trusted provider of culturally responsive seniors care in Canada. Today, we deliver a full continuum of care and services for seniors and caregivers within our long-term care homes and across the communities we serve.

Now, it's time to go further. The needs of seniors and caregivers are evolving, expectations are rising, and the seniors care system is changing at a rapid pace. In response, our 2026-2028 Renewal and Performance Plan will drive greater consistency across the organization and set the stage for our next phase of growth in Long-Term Care, Community & Professional Services, and Seniors Housing.

This plan was shaped through input from our teams, residents, caregivers, and partners. It is grounded in three priorities:

- Elevating the resident and client experience through continual enhancements to their care, safety, service, and quality of life.
- Strengthening our people by investing in staff engagement, development, and leadership.
- Delivering exceptional care and service consistently across every program and site, supported by stronger organizational capacity and clear accountabilities.

Our 2026–2028 Renewal and Performance Plan links our priorities to practical action. It sets out the steps we will take to enrich both the experience of care for those we serve and the experience of work for the people who deliver that care.



In April 2026, all four Yee Hong Centres and our Community & Professional Services division received Accreditation with Exemplary Standing for 2026-2030 — the highest recognition awarded by Accreditation Canada for an organization's commitment to quality and excellence. Yee Hong

has been accredited with Accreditation Canada since 1994 and has held Exemplary Standing since 2012.

Message from the Board Chair and Chief Executive Officer

Writing Yee Hong's Next Chapter

Welcome to Yee Hong's 2026-2028 Renewal and Performance Plan. After more than thirty years of serving seniors across the Greater Toronto Area, Yee Hong has built a trusted reputation and deep roots in the communities we serve. Over those years, we have grown alongside the people we serve, adapting to meet changing needs while staying anchored in dignity, quality of care, and quality of life.

Today, seniors are living longer and aging in diverse ways. Many want to remain active and independent at home and in their communities, while others require more specialized and supportive environments as health and cognitive needs become more complex. Families are looking for compassionate care that combines clinical excellence with a meaningful day-to-day experience, care that supports well-being and belonging, not just longevity. We believe this is an ideal moment to make the transformations and investments needed to secure Yee Hong's position as a leader in culturally responsive seniors care well into the future.

Our approach is clear.

We are advancing quality and experience across our long-term care homes, community services, and seniors housing.

We are strengthening the base that sustains our organization and our workforce.

And we are preparing Yee Hong to grow responsibly to meet the evolving needs of seniors and communities in the years ahead.

These priorities are reflected in five strategic goals across Yee Hong's Long-Term Care, Community & Professional Services, and Seniors Housing programs. The plan sets out practical actions to improve the resident and client experience, support our teams, and strengthen the organizational capacity needed to deliver consistent care and service.

This work is already underway. A major milestone in this period will be the opening of the new Yee Hong Ng Siu Chan Care Centre, planned for late 2026. Alongside this expansion, we are focused on advancing quality and safety, improving consistency across programs and sites, and modernizing how we work so we can better support seniors, their families, and caregivers.

Our 2026-2028 Renewal and Performance Plan is ambitious and practical. It is grounded in the trust our communities place in Yee Hong and in the commitment of the people who deliver care every day. Guided by our values and reinforced by the dedication of our staff, physicians, volunteers, partners, and supporters, we will continue to evolve with clarity and purpose while staying true to who we are.

We invite you to explore this plan and learn more about where we have come from and where we are going next. We will share progress as we move forward, including updates on key milestones. Thank you for your continued support of Yee Hong and the people we serve.

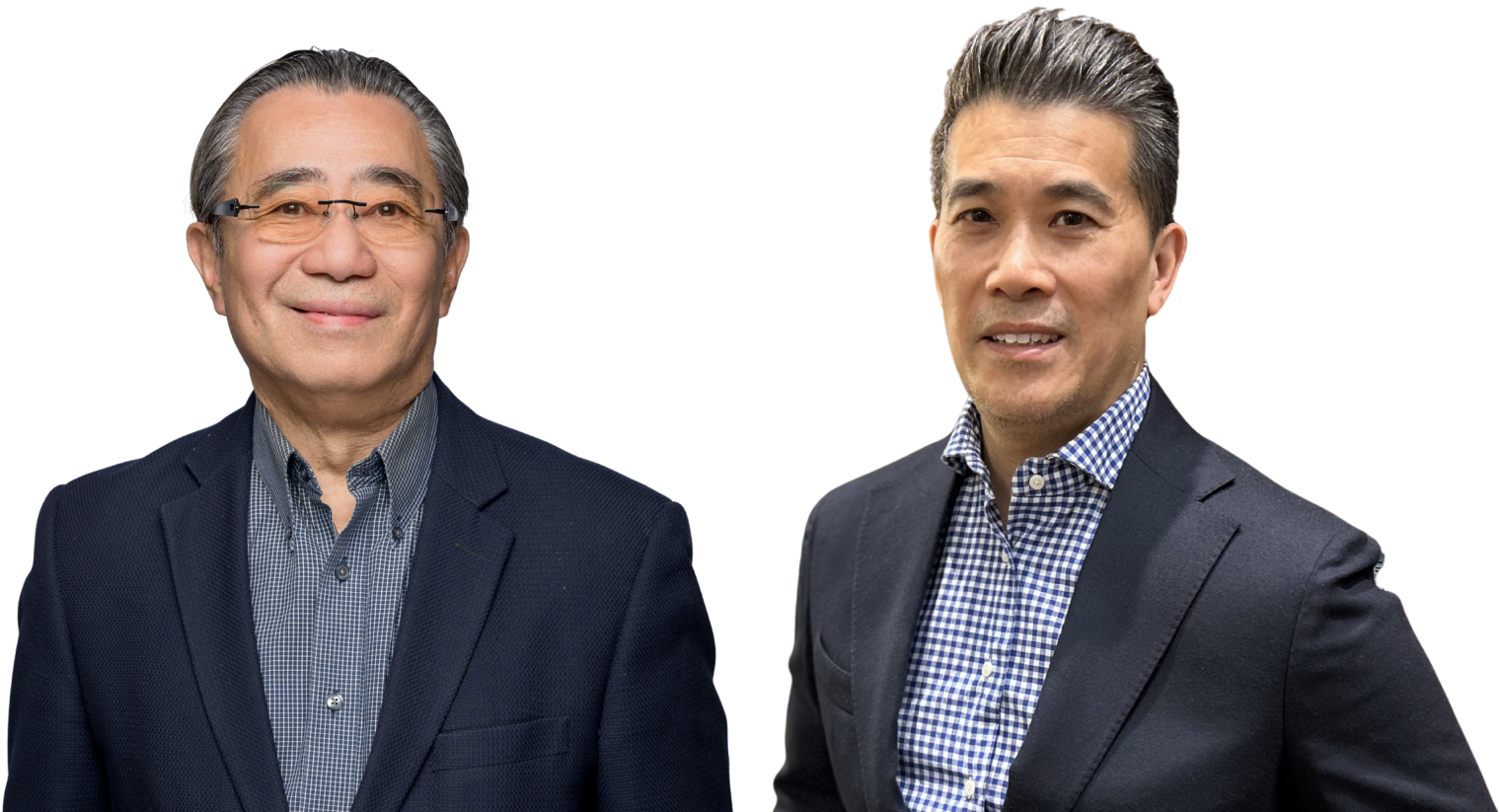
Sincerely,



Tony Chang
Chair, Board of Directors



Glen Chow
Chief Executive Officer



About Yee Hong Centre for Geriatric Care

Moving forward begins with understanding where we started and what our community set out to build.

Yee Hong’s story began in 1987, when our founder, Dr. Joseph Wong, brought the community together to create a long-term care home dedicated to safe, high-quality, culturally appropriate care for Chinese seniors. That vision became our first home in 1994, and it has continued to grow across our four campuses in Scarborough, Markham, and Mississauga.

Our mission has been clear since day one: to be culturally appropriate and responsive as we serve seniors and caregivers, supporting their health, dignity, and independence for as long as possible wherever they choose to live.

Today, that founding mission extends well beyond long-term care through a broad range of community and in-home supports, including adult day programs, home support, meals, transportation, and specialized services such as hospice and palliative care.

More than three decades since we started, Yee Hong is trusted by residents, families, and public partners for high-quality and deeply person-centred care. As we enter these next few years, 2026-2028, we have a clear opportunity to raise the standard for culturally responsive care for seniors.



What Drives Us

Within our homes and communities, Yee Hong remains guided by a clear vision, a practical mission, and values that shape how we serve and how we work.

Our Vision

Seniors living their lives to the fullest, with dignity, quality of care, and quality of life in every setting.

Our Mission

Yee Hong offers a full continuum of culturally appropriate services and care for seniors living in any setting to optimize their physical, mental, social, and spiritual well-being. We build organization and system capacity for high quality, inclusive, and integrated services and care.

Our Values

We Care | We Collaborate | We Commit

A Continuum of Care

Yee Hong delivers a full range of services across Long-Term Care, Community & Professional Services, and Seniors Housing. Guided by a people-centred approach, we provide coordinated, culturally responsive care that adapts as the needs of seniors and caregivers change, supporting dignity and quality of life at every stage.

Long-Term Care

Yee Hong operates four established long-term care homes: McNicoll, Markham, Finch, and Mississauga. Each home serves seniors with complex needs in supportive, culturally appropriate and responsive environments. We are also recognized for strong quality and safety performance, resident-centred practices, and consistently high satisfaction among residents and families.

We also provide hospice and palliative supports, offering compassionate end-of-life care that is grounded in dignity, comfort, and cultural respect.

And we're growing. The new, 224-bed Ng Siu Chan Care Centre is designed to elevate the resident experience and quality of life and will reflect a model of care that will advance dementia care and palliative approaches and integrate leading practices and innovation.

As we prepare to open the Ng Siu Chan Care Centre in late 2026, we are doing so with a focus on readiness, consistency, safety, and capacity-building – and with the goal of sharing and applying lessons learned across the organization over time.

Community & Professional Services

Our Community & Professional Services (CPS) division is designed to help seniors live independently, safely, and with confidence in their own homes and communities. CPS provides more than 22 programs across Yee Hong's long-term care homes and multiple community locations. These programs and services include adult day programs, home support, caregiver support, active seniors' services, congregate dining, transportation, and a community kitchen that delivers more than 80,000 meals annually.

CPS is central to how we support seniors earlier, prevent avoidable decline, and help people remain in the community longer, with access to coordinated supports as needs evolve.

Yee Hong is honoured to receive exceptionally high resident and family satisfaction levels, typically exceeding 95% in recent surveys.

Seniors Housing

Through Garden Terrace in Scarborough, we maintain a strong presence in the Seniors Housing sector. This life lease housing community comprises two buildings with 308 units. Importantly, it offers a safe, supportive, culturally responsive community that promotes independence, while maintaining access to community programs and long-term care services as needs change.

Seniors Housing is key to our broader continuum of care by promoting independence while enabling access to community services and long-term care supports as needs change.



2026-2028 Strategic Goals

Our Renewal and Performance Plan is focused and practical and designed to prepare us for the next phase of growth. It includes five goals that prioritize the resident and client experience, a supported workforce, and the capability to deliver consistent, high-performing care and service.

| Strengthen our operations
and build a sustainable base

| Elevate the quality of care
and quality of life for seniors

| Lay the groundwork
for future growth

| Strengthen outreach
and partnerships

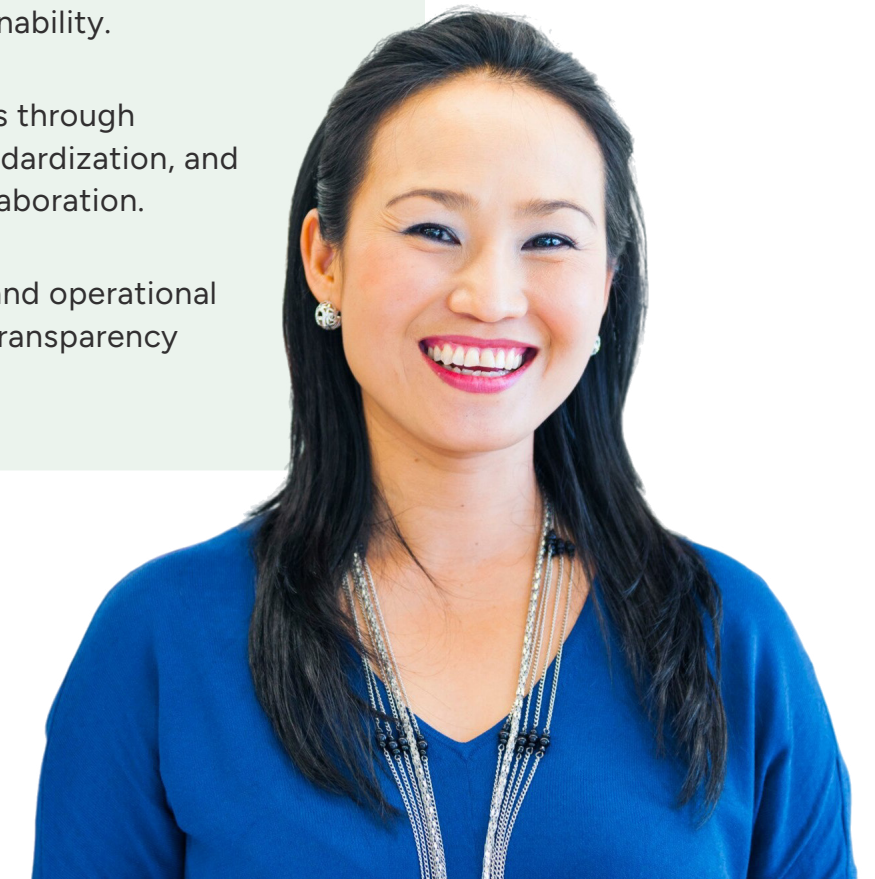
| Build a collaborative
culture

Strengthen our operations and build a sustainable base

We will expand the organizational and financial capacity required to deliver safe, high-quality care and consistently positive experiences for residents, clients, families, and staff across every setting.

We will do this by:

- 1 Strengthening capabilities to meet evolving regulatory and accreditation requirements.
- 2 Streamlining processes across locations and corporate functions to improve efficiency and consistency.
- 3 Maintaining strong financial discipline and long-term sustainability.
- 4 Optimizing resources through shared services, standardization, and cross-functional collaboration.
- 5 Enhancing financial and operational controls to support transparency and accountability.



Elevate the quality of care and quality of life for seniors

We will continue to elevate the resident and client experience with a focus on care and quality of life. **We will be:**

- 1 Advancing culturally responsive dementia care and palliative approaches as core clinical priorities.
- 2 Leveraging technology to support consistent, high-quality service delivery.
- 3 Maintaining safe, modern, and supportive facilities and infrastructure.
- 4 Applying innovation and leading practices to continuously improve care outcomes.
- 5 Continuing to nurture family engagement and communication to ensure ongoing involvement and increased satisfaction.

Lay the groundwork for future growth

As part of our commitment to meeting seniors where they are today and in the future, we are growing our Long-Term Care, Community & Professional Services, and Seniors Housing. **We are:**

- 1 Opening the Ng Siu Chan Care Centre long-term care home.
- 2 Building capabilities to expand Community & Professional Services.
- 3 Developing integrated models that support seniors earlier and longer in the community.
- 4 Establishing partnerships and delivery models that enable future growth in Seniors Housing and related services.

Resident and family satisfaction consistently exceeding **95%**

Strengthen outreach and partnerships

Through stronger communications and outreach and deeper partnerships, we will enhance integration, access, and collaboration throughout the organization and across the system. **We will do this by:**

- 1 Designing and implementing a clear and robust communications strategy for internal and external stakeholders.
- 2 Amplifying our marketing and digital presence, including a refreshed website, updated materials, and coordinated communications plans.
- 3 Deepening partnerships with government partners, Family Councils, communities, and capital and development partners.
- 4 Leveraging all partnerships to gain stronger external recognition as a best-in-class seniors care organization with above-industry metrics for resident and family experience.
- 5 Aligning with the initiatives of the Ontario Health Teams for more effective system coordination.



Build a collaborative culture

Our people are central to our success. We will build a collaborative culture that is supported by strong leadership and engaged staff. This is why we are committed to investing in leadership, engagement, and a culture that embraces and drives change and accountability. **We will be:**

- 1 Strengthening leadership capacity and succession readiness.
- 2 Enhancing professional and interpersonal skills across all roles.
- 3 Implementing consistent recognition and engagement programs.
- 4 Fostering a culture of empowerment, performance, and continuous improvement.
- 5 Advancing diversity, equity, and inclusion across the organization.



700 volunteers
1,500+ staff

Forward, with Momentum

A New Strategy

Our previous strategy focused on bolstering our core capabilities. We advanced key readiness work, improved how we operate, and laid important groundwork for the Ng Siu Chan Care Centre.

Beginning in 2026, progress will be driven by greater consistency in our care and operating model, continued improvement in clinical practices, and the opening of the Ng Siu Chan Care Centre. Through this Renewal and Performance Plan, Yee Hong will continue to deliver exceptional, culturally responsive care, elevate the experience of care and work, invest in our people, and expand our impact across the communities we serve.

We are excited to enter this new chapter, not only because it will open new opportunities, but because we are guided by a practical, focused plan that will deliver meaningful outcomes for seniors, families, and our teams.





Contact Us

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Social Media



Yee Hong operates where the community needs us most.
Learn more about our community services by calling **416-412-4570**.
Discover our full list of locations and services at yeehong.com.

