

Let's Make Healthy Change Happen.



Quality Improvement Plan (QIP) Narrative for Health Care Organizations in Ontario – Yee Hong Centre for Geriatric Care, Scarborough Finch



March 28, 2026

This document is intended to provide health care organizations in Ontario with guidance as to how they can develop a Quality Improvement Plan. While much effort and care have gone into preparing this document, this document should not be relied on as legal advice and organizations should consult with their legal, governance and other relevant advisors as appropriate in preparing their quality improvement plans. Furthermore, organizations are free to design their own public quality improvement plans using alternative formats and contents, provided that they submit a version of their quality improvement plan to Health Quality Ontario (if required) in the format described herein.

Overview

Yee Hong Centre is one of Canada's leading not-for-profit senior care organizations, providing high-quality, culturally appropriate services to Chinese and other ethnocultural seniors since 1994. Yee Hong operates 805 long-term care home (LTCH) beds, complemented by a broad continuum of community support services, supportive housing, and a hospice residence. Annually, the organization serves more than 15,000 individuals across the Greater Toronto Area, including Mississauga, Scarborough, and York Region. In the Fall of 2026, Yee Hong will strengthen capacity with the opening of its fifth LTCH, adding 224 beds to respond to community needs.

Yee Hong's Quality Improvement Plan is guided by its vision of enabling seniors to live their lives to the fullest with independence, health, and dignity. Care delivery across home, community, long-term care, and hospice settings is designed to support physical, mental, social, and spiritual well-being, while advancing equitable, integrated, and culturally responsive care aligned with Ontario Health priorities. We aim to create consistent, evidence-informed resident-care practices by systematically sharing learnings across all four homes and standardizing approaches to enhance safety, quality and resident experience.

Yee Hong demonstrates a strong culture of quality and safety. The organization participated fully in the 2022 Accreditation Canada survey, encompassing all four LTCHs and the Community & Professional Services division, and achieved Exemplary Standing for 2022–2026, with renewal scheduled for March 2026.

In Q2 2025, rates of worsening depression, pain, falls, inappropriate antipsychotic use, and pressure ulcers were below provincial averages. Avoidable emergency department transfers were also reduced, with a corporate rate of 5.9% compared to the Ontario average of 7.2% (7.2 per 100 resident days).

Yee Hong Finch is one of the few designated ethnocultural long-term care homes in Ontario, committed to meeting the linguistic, dietary, and culturally specific needs of a vulnerable population. In addition to serving Chinese-speaking seniors, 25 beds (10% of 250) are dedicated to residents of Japanese descent, where culturally appropriate care supports improved quality of care and quality of life.

Access and Flow

Yee Hong Centres continue to experience sustained growth in demand for long-term care services, with more than 9,600 individuals currently on the waitlist across four sites. This increasing demand highlights the ongoing need for expanded long-term care capacity to support seniors requiring culturally appropriate and specialized care. Each Yee Hong home collaborates closely with Ontario Health atHome (OHaH) in their region to support timely admissions and smooth transitions for residents from hospital or community settings.

To improve access and ensure timely, comprehensive care, Yee Hong Finch has implemented several strategic initiatives. Nurse Practitioner (NP) services have been expanded to complement

24/7 physician coverage, increasing access to primary care and enabling timely assessments and interventions when residents' conditions change. This enhanced medical availability supports early treatment and reduces the risk of deterioration.

Access to mobile diagnostic imaging further strengthens timely care delivery by enabling earlier diagnosis and treatment, helping to prevent complications and improve resident outcomes while enhancing overall care efficiency.

Each Yee Hong site has established strong collaborative relationship with their local healthcare organizations to enhance timely access to care for residents. For example, Yee Hong Finch also prioritizes person-centred care through partnerships with external specialized support organizations, including Behavioural Supports Ontario, Baycrest's Behavioural Support Outreach Team for Long-Term Care, and the Geriatric Mental Health Outreach Team from Scarborough Health Network. These collaborations support residents with, or at risk of, responsive behaviours through specialized assessment, care planning, and staff and family education, contributing to improved quality of life and a safer care environment.

These initiatives have contributed to strong performance in reducing potentially avoidable emergency department transfers. Over a 12-month period (Q3 2024/25 to Q2 2025/26), Yee Hong Finch achieved an avoidable ED transfer rate of 13.2%, representing a 59% reduction compared to the provincial average of 22.3%. Collectively, these efforts reflect Yee Hong's commitment to timely, coordinated, and person-centred care.

Equity and Indigenous Health

A core mission of Yee Hong Centre is to address longstanding gaps in culturally appropriate services across long-term care, community, and hospice/palliative care sectors—gaps that have historically contributed to inequitable access to quality care for East Asian and other ethnocultural seniors in the Greater Toronto Area. Since its founding, Yee Hong has been recognized as a leader in delivering a full continuum of culturally responsive care for seniors living in the community, in long-term care homes, and in hospice settings. Services are designed to support physical, mental, psychosocial, and spiritual well-being, while strengthening organizational and system capacity to advance high-quality, inclusive, and integrated models of care.

Health equity is achieved when individuals have fair and just opportunities to attain their highest possible level of health. Advancing health equity requires identifying and reducing systemic, unfair, and unjust barriers to accessing health services. In support of this work, a refined Equity, Diversity, and Inclusion (EDI) training program was incorporated into mandatory annual staff education in 2026, ensuring a shared foundation of knowledge and skills to foster inclusive, culturally safe, and equitable care environments.

Yee Hong is committed to ensuring that all residents, clients, and families receive respectful, culturally appropriate, and person-centred care. The organization strives to create environments where individuals are treated with dignity and fairness and experience a strong sense of

belonging, regardless of race, ethnicity, gender identity, sexual orientation, age, or ability. For example, all communication materials to residents and families, are conveyed using English, Simplified and traditional Chinese languages. In addition, the Infection Prevention and Control (IPAC) team has done substantial work on translation and language-accessible education in Chinese, Japanese and Tamil languages that is available in print and digital formats.

At the corporate level, Yee Hong has established an EDI Framework that guides the integration of equity principles into organizational culture, operations, and service delivery, supporting continuous quality improvement and improved outcomes across the care continuum.

The following diagram presents a visual overview of the EDI Framework and its key components:



Patient/Client/Resident Experience

Yee Hong Finch is committed to meaningful resident and family involvement in decision-making, grounded in the values of independence, health, and dignity. A person-centred approach to care recognizes residents and their significant others as partners, whose feedback and perspectives are integral to quality improvement. Resident Council and Family Council representatives are active members of the Divisional Quality Committee (DQC), where they receive regular updates on care program performance and participate in discussions on quality and service improvements.

Yee Hong Finch has strengthened the resident and family experience by prioritizing open communication, transparency, and continuous feedback through an open-door approach. The 2025 Quality Improvement Plan focused on three key initiatives to enhance quality of life: dining experience, recreational programming, and resident involvement in care. Results from 2025

resident satisfaction survey demonstrates strong outcomes, with 89% satisfaction with meal temperature, 92% with taste, and 91% with visual appeal. Recreational programming was rated positively by 97% of residents, and 88% reported being involved in or aware of changes to their medications.

Family engagement outcomes were equally strong. The 2025 family satisfaction survey reported 100% satisfaction with how families are involved in care. Overall satisfaction with quality of care was 100% among residents and 97% among families.

Survey results were shared with Resident and Family Councils, staff across departments, and publicly posted to ensure transparency. Feedback informed collaborative action plans and the 2026 Quality Improvement work plan, reinforcing Yee Hong Finch's commitment to continuous improvement, person-centred care, and positive resident and family experiences.

Provider Experience

Yee Hong recognizes the strong connection between provider experience and the quality of resident care. In the face of unprecedented human resource challenges, the organization takes a holistic approach to operations, prioritizing staff safety, well-being, and engagement. By fostering a safe, supportive, and productive work environment, Yee Hong supports employees in delivering high-quality care.

At Yee Hong Finch, a range of initiatives are implemented annually to promote staff wellness, engagement, and recognition. These include maintaining an Employee and Family Assistance Program (EFAP) to provide additional emotional and mental health supports, promoting wellness activities during Occupational Health and Safety Week, and establishing a dedicated "Wellness Corner" for staff. Focus groups are also used to better understand staff experiences and identify opportunities for improvement.

Staff recognition and morale are further supported through events and celebrations such as Nursing Week, National Infection Prevention and Control Week, Yee Hong's Anniversary, staff BBQs, raffles, and staff appreciation events. Cultural and seasonal celebrations, including Lunar New Year, Mid-Autumn Festival, and holiday events, promote inclusion and connection. Leadership engagement is strengthened through management presence during shifts, weekends, and peak periods to recognize staff contributions and maintain open communication.

In 2025, recruitment and retention efforts were strengthened through initiatives to reduce overtime and reinforce commitments to diversity, equity, and inclusion. An annual Employee Pulse Survey, conducted from April 7 to May 2, 2025, informed workplace improvements and reinforced Yee Hong's commitment to listening to staff and fostering a positive, safe, and engaging work environment. The most recent survey, completed in May 2025, demonstrated improvement across most categories compared to 2022. Survey findings have since been shared through CEO-led town halls, with corporate leaders outlining clear action plans to further enhance the staff experience.

Safety

At Yee Hong, safety is a top priority, and the organization is committed to providing a safe, secure, and supportive environment for residents, families, staff, and visitors. Comprehensive safety policies, staff training, regular audits, and an electronic incident reporting system support continuous monitoring, learning, and improvement. Core programs include falls prevention, medication safety, and Infection Prevention and Control (IPAC). Clinical teams meet weekly to address resident safety risks, and key indicators such as falls, skin and wound incidents, antipsychotic use, restraints, and avoidable emergency department (ED) transfers are monitored monthly. Performance data consistently demonstrate outcomes below provincial averages.

Risk Management

Yee Hong's Risk Management system supports timely reporting, investigation, and follow-up of safety incidents in accordance with legislative requirements. Families, staff, and the Ministry are notified as required. Safety data are reviewed quarterly at Divisional Quality Council meetings and shared with Resident and Family Councils and staff to support transparency and learning.

Infection Prevention and Control

The IPAC program, led by a full-time IPAC Manager and supported by corporate and external partners, applies evidence-based practices through ongoing education, audits, and collaboration with public health and hospital partners. Additional precautions are implemented during peak respiratory seasons. More than 90% of residents and 87% staff at Finch site received their flu shot.

Medication Safety

Medication safety is supported through standardized policies, regular audits, staff education, pharmacy collaboration, pharmacist consultations, electronic medication administration records (eMAR), and annual program review.

Workplace Violence

Yee Hong maintains a zero-tolerance approach to workplace violence, supported by staff training, risk monitoring, incident reporting, and interdisciplinary response.

Emergency Preparedness

Emergency preparedness is reinforced through comprehensive emergency plans, alignment with regional response strategies, and annual drills, including evacuation and emergency code exercises.

Palliative Care

Yee Hong Finch has developed a structured, collaborative Palliative and End-of-Life Care Program to guide daily practice and support residents' palliative care needs. The Yee Hong Palliative Care and End-of-Life Program (PEP) policy outlines program principles, procedures, and the roles and responsibilities of the interprofessional team, grounded in recognized palliative care principles. These include optimizing quality of life, addressing physical, psychosocial, and

spiritual needs, supporting residents and families, respecting resident choices, and ensuring continuity and integration of care.

Care is delivered through an interprofessional team that may include nursing staff (PSWs, RPNs, RNs), physicians, nurse practitioners, rehabilitation therapists, dietitians, pharmacists, social workers, spiritual and religious care providers, recreation staff, volunteers, and complementary therapy providers.

Palliative care discussions begin at admission, including advance care planning. Residents and families receive written palliative care information in their preferred languages, including Cantonese, Mandarin, Japanese, and English. Goal-of-care meetings are held when significant changes occur, and monthly Interprofessional Care Team Rounds support early identification of palliative needs. Complex cases receive consultation from Yee Hong Hospice palliative care specialists and physicians.

Yee Hong Finch also provides compassionate end-of-life support for families, including comfort spaces, emotional support from the care team, and bereavement services through Social Work and Spiritual Care. Annual education on palliative care and advance care planning is provided to staff, residents, and families across the care continuum. Resident and Family Council representatives participate as Palliative Care Committee members and champions. Program evaluation and feedback inform annual policy reviews and continuous improvement.

Population Health Management

Yee Hong Finch demonstrates a proactive and collaborative approach to working with healthcare partners and Ontario Health Teams to address the diverse needs of the population it serves. The organization actively participates in initiatives that promote preventive care, health promotion, and overall community well-being.

Yee Hong Finch engages in regular roundtable discussions with other long-term care homes and Scarborough Health Network (SHN), strengthening system-wide readiness in areas such as infection prevention and control and chronic disease management. These collaborations support shared learning, situational awareness, and coordinated responses to emerging health challenges.

Since 2019, the Executive Director of Yee Hong Finch has co-chaired the Scarborough Health Network / Long-Term Care Home / Retirement Home Committee alongside an SHN Associate Vice President/Director. This committee includes leaders from 20 long-term care homes, retirement homes, SHN, Toronto Public Health, Ontario Health at Home, Ontario Health, and physicians. Monthly meetings provide a forum to address emerging issues, share best practices, and respond to operational challenges impacting the sector. Working groups formed through this committee generate shared learning opportunities and foster a Community of Practice, strengthening system-level capacity and integration.

In addition, the Executive Director serves as a co-lead on the development of a regional recommendation package for goals-of-care discussions and palliative care, in collaboration with the SHN project team. This leadership role reflects Yee Hong Finch's commitment to advancing best practices and improving quality of care across the broader long-term care system.

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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

Anthony Chang, Board Chair / Licensee or delegate  (signature)

Ivan Ip, Administrator /Executive Director  (signature)

Shirin Vellani, Chief Professional Practice and Quality  (signature)

Glen Chow, Chief Executive Officer  (signature)