

Let's Make Healthy Change Happen.



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



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 has 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.

ontario.ca/excellentcare

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 per 100 resident days. Yee Hong Centre – Markham operates 200 LTCH beds, including a dedicated South Asian floor and enhanced behavioral supports to meet the diverse and complex needs of its community.

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.

Recognizing that transitions into long-term care can be challenging for residents and families, Yee Hong Markham continues to enhance its admission and care transition processes. Interdisciplinary pre-admission meetings are conducted to ensure that equipment, services, and individualized care needs are in place on the first day of admission. Monthly case review meetings with hospital partner Oak Valley Health focus on emergency department (ED) transfers, with an emphasis on preventing avoidable transfers and supporting timely, safe

readmissions. In December 2025, a pharmacy-led medication reconciliation process was implemented to enhance medication safety, reduce risk of error, and enable care teams to focus on resident-centred communication and support.

In collaboration with Ontario Health at Home Placement Coordinators, prospective residents and families participate in a clear and transparent pre-screening and assessment process that outlines admission steps and addresses common concerns. Yee Hong Markham also works closely with the Eastern York Region North Durham Ontario Health Team Long-Term Care Working Group to strengthen pre-admission planning with community partners and improve continuity of care from day one.

Each Yee Hong site has established strong collaborative relationship with their local healthcare organizations to enhance timely access to care for residents. For example, Markham site partners with Oak Valley Health through their full-time Nurse Practitioner who collaborates directly with hospital-based Nurse Practitioners to coordinate transfers and prevent unnecessary hospital admissions. Access to mobile diagnostics, laboratory services, and visiting specialists supports earlier diagnosis, timely treatment, and improved outcomes. 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 is deeply committed to meaningful resident and family engagement in decision-making, guided by the values of independence, health, and dignity. Care and service delivery are person-centred, recognizing residents and their significant others as partners in care. To promote transparency and accountability, Yee Hong Markham holds quarterly Divisional Quality Committee (DQC) meetings where departmental performance, quality outcomes, and improvement plans are reviewed. The Resident Council Chair and Family Council Chair are invited to participate, ensuring that resident and family perspectives inform quality discussions and decision-making.

Resident engagement is further supported through the Residents' Council, which provides a formal forum for residents to share feedback, raise concerns, and contribute to decisions affecting their care experience. This structure promotes two-way communication with leadership and empowers residents to propose service improvements, strengthening partnership and shared ownership of quality outcomes.

Family engagement has been enhanced through multiple initiatives. In 2025, Family Councils participated in at least three centre-wide events to strengthen relationships with staff. An electronic feedback system using QR codes, led by the Family Council Chair, was introduced to improve accessibility and responsiveness. A monthly newsletter is also shared with residents and families to increase awareness of activities and initiatives.

To support continuous quality improvement, annual resident and family satisfaction surveys are conducted, with results used to develop targeted action plans shared with frontline teams. In 2025, resident satisfaction with quality of care was 96%, while family satisfaction was 93%. Results were shared with residents, families, councils and publicly posted in January and February 2026, reinforcing Yee Hong's commitment to transparency, engagement, and high-quality care. We plan to continue these activities of engagement with residents and families to devise quality improvement activities that are informed by 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.

Acknowledging the increased workload experienced during and after the pandemic, Yee Hong Markham has implemented multiple initiatives to promote staff wellness and morale. These include offering Employee and Family Assistance Program (EFAP), wellness activities such as BBQs, walkathons, and Zumba sessions, and hosting events and celebrations including Nursing Week, Infection Prevention and Control Week, work anniversaries, and staff appreciation events. Cultural and seasonal celebrations, such as Lunar New Year, Mid-Autumn Festival, and holiday events, further support inclusivity and staff connection.

Additional supports include providing meals and healthy snacks, subsidized dining events, prizes and draws, and management presence through regular visits during shifts, weekends, and extreme weather events to recognize staff dedication. Leadership engagement is strengthened through daily interdisciplinary huddles that address staff concerns promptly, as well as regular meetings between the Executive Director and staff union leadership to ensure concerns are heard and addressed in a timely manner.

Employee engagement surveys are conducted annually to assess workplace satisfaction and inform organizational improvements. 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 and procedures are in place to promote resident well-being, including falls prevention, medication safety, and Infection Prevention and Control (IPAC). Ongoing staff education, regular audits, and a robust electronic incident reporting system support continuous monitoring, evaluation, and improvement of care and services.

Risk Management

Yee Hong's Risk Management system supports timely reporting, investigation, and follow-up of resident safety incidents in compliance with legislative requirements. Families, staff, and the Ministry are notified as required. Incident data are reviewed and analyzed regularly, including at quarterly Divisional Quality Council meetings, where interprofessional teams examine trends related to falls, medication use, restraints, skin and wound care, and responsive behaviours. Key safety indicators are also shared with Resident and Family Councils, and learning is reinforced through staff meetings.

Infection Prevention and Control

Yee Hong's IPAC program applies an evidence-based, collaborative approach to preventing and managing infections. Ongoing education, audits, and partnerships with hospital and public health partners support best practices, with additional precautions implemented as needed during peak respiratory season. More than 90% of residents received flu vaccination.

Medication Safety and Emergency Preparedness

Medication safety is supported through standardized policies, staff education, routine audits, pharmacy collaboration, eMAR, and pharmacy-led medication reconciliation. Yee Hong also maintains a zero-tolerance approach to workplace violence and strong emergency preparedness through regular training, risk assessments, and annual drills.

Through proactive planning, continuous learning, and collaboration, Yee Hong remains committed to safety for all.

Palliative Care

Yee Hong is committed to ensuring that residents receive high-quality palliative and end-of-life care aligned with their goals, values, and evolving needs. The Interprofessional Team evaluates and documents the effectiveness of the Palliative and End-of-Life Program annually to ensure compliance with legislative requirements and evidence-based best practices.

The Yee Hong Palliative and End-of-Life Program is guided by clear policies outlining program principles, roles, and responsibilities. Care is grounded in recognized palliative care principles, including optimizing quality of life, addressing physical, psychosocial, and spiritual needs, supporting residents and families, respecting resident choice, and ensuring continuity of care. Services are delivered through an interprofessional team that may include nursing staff,

physicians, nurse practitioners, rehabilitation therapists, dietitians, pharmacists, social workers, spiritual care providers, recreation staff, volunteers, and complementary therapy providers.

At Yee Hong Markham, collaboration with Oak Valley Health's Palliative Care Coach has strengthened program development. Completion of the Palliative Care Clinical Outcomes Assessment Toolkit (COAT) identified targeted improvement opportunities, with action plans for 2026 focused on staff education, enhanced family resources, LEAP training, and review of pain assessment tools.

Timely and responsive care is supported through routine Palliative Performance Scale assessments and the use of an End-of-Life Care Order Set to guide symptom management and comfort care. Palliative and end-of-life education is provided during staff orientation and reinforced annually. Ongoing communication, care conferences, and compassionate conversations support advanced care planning and goal clarification. Through continuous evaluation and a resident-centred approach, Yee Hong remains committed to delivering compassionate, dignified, and high-quality palliative care.

Population Health Management

Yee Hong Markham advances population health management through strong, collaborative partnerships with a broad range of health system partners. These include acute care hospitals such as Oak Valley Health and Mackenzie Health, specialized mental health providers including Ontario Shores, diagnostic imaging and laboratory service providers, York Region Public Health, and other community and system partners. Through these collaborations, Yee Hong Markham works to address the diverse and evolving needs of the communities it serves, with a focus on culturally appropriate, integrated, and person-centred care.

These partnerships enable the sharing of expertise, data, and resources to improve health outcomes, enhance care coordination, and reduce fragmentation across the care continuum. A close working relationship with Mackenzie Health includes data sharing related to behavioural management, supporting early identification of needs, responsive care planning, and improved resident outcomes. Collaboration with Oak Valley Health focuses on strengthening transitions of care through timely communication, reducing avoidable hospital transfers, and supporting safe and efficient returns to the long-term care home.

Yee Hong Markham is an active member of the East York Region North Durham Ontario Health Team (EYRND OHT). The Executive Director participates in the OHT Executive Operations Team, contributing to regional planning and system integration. In addition, the Executive Director and Director of Resident Care are members of the Long-Term Care Home Working Group, supporting shared priorities across the region. Key areas of focus include workforce capacity building, coordinated approaches to high-quality care, continuity across settings, and improved care transitions. Through these efforts, Yee Hong Markham supports improved population health outcomes and a more connected health system.

As such, Yee Hong Markham's Quality Improvement Program is grounded in a strong commitment to culturally appropriate, person-centred, and safe care. Guided by Accreditation

Canada’s Exemplary Standing and informed by performance data, resident and family feedback, and staff engagement, the program focuses on improving access, care transitions, safety, equity, and resident experience. Continuous monitoring of quality indicators, proactive risk management, and interprofessional collaboration drive evidence-based improvements. Strong partnerships with hospitals, Ontario Health Teams, and community agencies further support coordinated care and population health outcomes. Through continuous learning and resident partnership, Yee Hong Markham advances high-quality, equitable care.

Contact Information/Designated Lead

Lloyd del Rosario, RN, BScN
Executive Director
Yee Hong Centre for Geriatric Care
2780 Bur Oak Ave, Markham, ON, L6B 1C9
Telephone: 416.412.4571 x 3100
Mobile: 416.455.2033
Fax: 905.471.3223
Email: lloyd.delrosario@yeehong.com





Other

Dr. Shirin Vellani
Chief, Professional Practice and Quality
T: 416.412.4571 ext. 1113 | M: 416-206-6938
E: shirin.vellani@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

Anthony Chang, Board Chair / Licensee or delegate  (signature)
Lloyd del Rosario, Administrator /Executive Director  (signature)
Shirin Vellani, Chief Professional Practice and Quality  (signature)
Glen Chow, Chief Executive Officer  (signature)