

# Let's Make Healthy Change Happen.



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



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.

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## 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 – Scarborough McNicoll (Yee Hong McNicoll) operates 155 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 centre on the current Yee Hong Finch Centre centres This will increase Yee Hong Centre's total operating LTC Beds to 1,029. Yee Hong McNicoll 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 delivering culturally appropriate care will enhance both their quality of care and quality of life overall for this vulnerable population.

## 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.

Yee Hong McNicoll works closely with Ontario Health at Home – Central East to support timely admissions and smooth transitions from hospital or community settings. McNicoll residents have an average age of 87, compared to the provincial average of approximately 83, and an average length of stay of 4.2 years, exceeding the Ontario average of 2.0–3.3 years. Combined with a consistently high

occupancy rate of 97–99% and strong demand for culturally responsive services, these factors significantly impact access and resident flow.

To enhance access and ensure timely, comprehensive care, Yee Hong McNicoll has implemented several strategic initiatives. Nurse Practitioner services have been expanded to complement 24/7 physician coverage, improving access to primary care and enabling timely assessments and interventions.

Each Yee Hong site has established strong collaborative relationship with their local healthcare organizations to enhance timely access to care for residents. For example, mobile diagnostic imaging, laboratory services, and trusted vendor partnerships further support early diagnosis and treatment, helping to prevent complications and improve resident outcomes.

These initiatives have contributed to improved system performance. According to the Ministry report for October 2024 to September 2025, Yee Hong McNicoll achieved an avoidable emergency department transfer rate of 15.2% per 100 resident days—nearly half 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

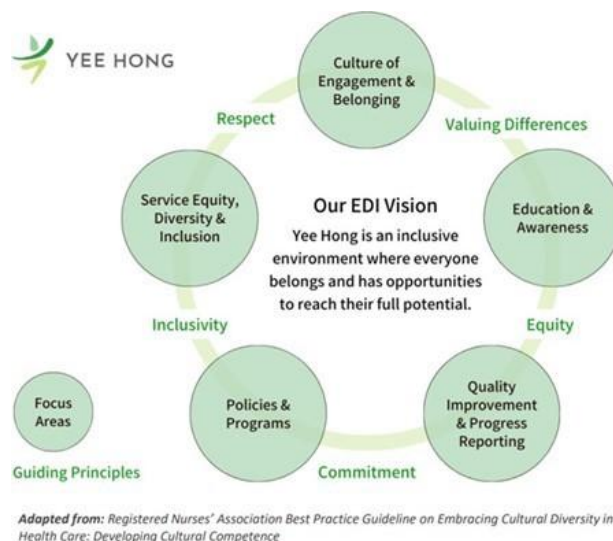
A core mission of Yee Hong Centre is to address longstanding gaps in culturally appropriate services across long-term care, community, and hospice/palliative care sectors—gaps that have historically contributed to inequitable access to quality care for East Asian and other ethnocultural seniors in the 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

Resident and family satisfaction surveys are conducted annually at Yee Hong McNicoll to gather feedback on care and service delivery and to inform continuous quality improvement. Action plans are developed and implemented based on survey findings. The 2025 resident satisfaction survey, conducted from October 27 to October 31, 2025, reported a 96% overall satisfaction rate with the quality of care provided. Residents also reported 95% satisfaction with the home’s ability to deliver culturally appropriate services. Similarly, the 2025 family satisfaction survey, completed between October and early November 2025, showed a 94% overall satisfaction rate with quality of care and services, with 100% satisfaction related to the provision of culturally appropriate care. These results reflect strong alignment between resident and family experiences.

Survey results and corresponding action plans were shared with the Resident Council on February 4, 2026, and the Family Council on February 9, 2026. Results were also communicated to staff and posted within the home to ensure transparency and broad access to information. The 2025 Quality Improvement work plan and narrative will be shared with Resident and Family Councils in March–April 2026, with the final version distributed in April 2026. The 2025 resident and family satisfaction survey results were shared with staff in February 2025. The corresponding applicable action plans will be shared with staff in February and March 2025. Furthermore, copies of the survey results were posted in the home on February 9, 2025, ensuring that all stakeholders have access to this valuable information. Yee Hong also held virtual town halls with family members to provide updates and information about Yee Hong’s Strategic plan and current events. training. These improvements will be sustained and expanded in the 2026–27 QIP to further enhance resident experience.

Residents play an active role in menu planning, including seasonal and holiday menus, which are reviewed and approved by the Resident Council. As part of the 2025–26 QIP, targeted initiatives to improve meal service quality resulted in improved compliance with hot food temperature standards, increasing from 74% to 85% post training. These improvements will be sustained and expanded in the 2026–27 QIP to further enhance resident experience.

## Provider Experience

Yee Hong McNicoll's interprofessional team is composed of dedicated formal and informal leaders, compassionate direct care providers, and committed support staff who view caring for seniors as both a vocation and a responsibility. The organization is deeply grateful to residents and families for entrusting their care to Yee Hong, a trust that guides continuous efforts to maintain and enhance quality of care and services. Leaders, physicians, care teams, and volunteers work collaboratively to turn challenges into opportunities and to identify ongoing quality improvement priorities.

Yee Hong recognizes that strong leadership is critical in providing clarity, stability, and direction, particularly during periods of uncertainty. Effective leadership reduces stress, supports sound decision-making, and fosters trusted teamwork. Formal and informal leaders at Yee Hong consistently demonstrate authentic leadership, contributing to strong team engagement and performance.

Yee Hong also recognizes the positive relationship between provider experience and resident outcomes. To support staff working in a demanding environment, several wellness and engagement strategies have been implemented. These include maintaining an Employee and Family Assistance Program (EFAP), promoting wellness activities during Occupational Health and Safety Week, establishing a staff "Wellness Corner," and hosting focus groups to better understand staff experiences. Recognition initiatives include Nursing Week, National Infection Prevention and Control Week, organizational anniversaries, staff appreciation events, and cultural celebrations such as Lunar New Year and seasonal holidays. Leadership presence during shifts and weekends further supports engagement.

Employee Satisfaction Surveys are conducted annually to assess staff experience and inform workplace improvements. Results guide policy and practice changes, reinforcing Yee Hong's commitment to providing a safe, supportive, and positive work environment where staff feel valued and heard.

## 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 protocols are in place, including staff training, regular audits, and resident safety programs such as falls prevention, medication safety, and Infection Prevention and Control (IPAC). An electronic incident reporting system supports continuous monitoring, evaluation, and improvement to minimize risk.

### Risk Management

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

### Infection Prevention and Control

The IPAC program applies an evidence-based and collaborative approach through policies, ongoing education, audits, and partnerships with external stakeholders, including the Scarborough Health Network IPAC Hub. Additional precautions, such as mandatory masking during peak respiratory seasons, are implemented as needed to protect residents and staff. More than 91% of residents at Yee Hong McNicoll have received flu shots with staff flu vaccination rate of 90%.

### **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. As part of the 2025–26 QIP, targeted initiatives reduced inappropriate antipsychotic use from 15.0% to 7.9%, exceeding the established target.

### **Workplace Violence and Emergency Preparedness**

Yee Hong maintains a zero-tolerance approach to workplace violence, supported by training, reporting, and interdisciplinary response. Emergency preparedness is reinforced through comprehensive plans, alignment with regional strategies, and annual drills, ensuring readiness across all care settings.

### **Palliative Care**

At Yee Hong, every resident receives palliative and end-of-life care as needed, aligned with their goals, values, and evolving needs. The Interprofessional Team evaluates and documents the effectiveness of the Palliative Care and End-of-Life Program annually to ensure compliance with legislative requirements and best practices.

The Yee Hong Palliative Care and End-of-Life Program (PEP) policy outlines program principles, procedures, and team roles, grounded in recognized palliative care principles. These include optimizing quality of life; addressing physical, psychosocial, and spiritual needs; supporting residents and families; respecting resident choice; and ensuring continuity and integration of care. Care is delivered through an interprofessional team that may include nursing staff, physicians, nurse practitioners, rehabilitation therapists, dietitians, pharmacists, social workers, spiritual and religious care providers, recreation staff, volunteers, and complementary therapy providers.

At Yee Hong McNicoll, the palliative care program is rooted in a compassionate, person-centred approach that prioritizes comfort, dignity, and quality of life. Physicians, nurse practitioners, nursing staff, and interprofessional team members have received specialized palliative and end-of-life care training, supported by ongoing education to maintain best practices. Additional consultation and education are provided by a Palliative Pain and Symptom Management Consultant from the Scarborough Centre for Healthy Communities.

Palliative care discussions begin early and continue as needs evolve. Through care conferences and compassionate conversations, the team supports advance care planning, clarifies goals of care, and provides education, emotional support, and referrals to external specialists as needed. Ongoing evaluation and feedback inform continuous improvement, reinforcing Yee Hong's commitment to high-quality, compassionate palliative care.

### **Population Health Management**

Yee Hong is dedicated to fulfilling its mission of providing a full continuum of care and services for seniors across all settings, supporting their physical, mental, psychosocial, and spiritual well-being. The organization works collaboratively with system partners to strengthen organizational and system capacity and deliver culturally sensitive, person-centred, and high-quality care. Yee Hong recognizes that integrating services across sectors is essential to ensuring a seamless care experience for seniors and leverages partnerships to enhance coordination, efficiency, and outcomes.

Yee Hong McNicoll adopts a proactive and collaborative approach in working with healthcare partners to address the diverse needs of the population it serves. Participation in monthly Community of Practice

(CoP) meetings organized by the Scarborough Health Network (SHN) Infection Prevention and Control (IPAC) Hub, alongside other long-term care homes, demonstrates the home’s commitment to infection prevention, preparedness, and system-wide learning. These collaborations strengthen situational awareness and support coordinated responses to emerging health challenges.

In addition, Yee Hong McNicoll is committed to advancing long-term care standards through continuous staff education and development. Ongoing training in infection prevention and control, chronic disease management, and preventive care enhances staff capacity to respond to evolving resident needs and public health priorities. This commitment supports improved resident outcomes, reduces avoidable hospitalizations, and contributes to a more resilient healthcare system by fostering a workforce equipped to support healthy aging within the long-term care community.

**Contact Information/Designated Lead**

Rebecca Leung, Executive Director  
T: 416.412.4571 ext. 2100 | M: 416.910.1032 |  
E: rebecca.leung@yeehong.com | F: 416.321.6313  
Yee Hong Centre – McNicoll | 2311 McNicoll Avenue | Scarborough, ON, M1V 5L3



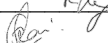

**Other**

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)  
**Rebecca Leung**, Administrator /Executive Director  (signature)  
**Shirin Vellani**, Chief Professional Practice and Quality  (signature)  
**Glen Chow**, Chief Executive Officer  (signature)