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



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.

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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 – 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 centre will help address Yee Hong's current multi-year waitlist and increase access to culturally appropriate services to support the community's increasing needs.

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 Mississauga partners with Trillium Health Partners Long-Term Care (THP LTC) Virtual Care

Program to enhance access to timely medical care and reduce avoidable emergency department (ED) visits. Through this program, residents have rapid access to internist consultations for acute care concerns, as well as expedited diagnostic imaging services, including X-ray, ultrasound, CT, and MRI, often scheduled the same or next day, with results available within 48–72 hours. Virtual specialist consultations further support clinical decision-making and appropriate care planning, including determining when residents can safely remain in the long-term care home.

Access to on-site medical care is further strengthened through a full-time attending Nurse Practitioner (NP), providing timely assessments and interventions when residents' conditions change.

Each Yee Hong site has established strong collaborative relationship with their local healthcare organizations to enhance timely access to care for residents. For example, in addition to their full-time NP, collaboration with the THP Nurse Practitioners Supporting Teams Averting Transfers (NPSTAT) program enhances care coordination and supports the prevention of unnecessary hospitalizations. Mobile diagnostic imaging services further enable early diagnosis and treatment, improving outcomes and care efficiency.

As a result of these initiatives, Yee Hong Mississauga achieved an avoidable ED transfer rate of 13.36% per 100 resident days (October 2024–September 2025), significantly lower than the provincial average of 21.7%, demonstrating effective, integrated care delivery. 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 Mississauga is committed to meaningful resident and family involvement in decision-making, grounded in the values of independence, health, and dignity. A person-centred approach recognizes residents and their significant others as partners in care. Resident and Family Council representatives participate on the Divisional Quality Committee (DQC), where care program progress and evaluations are shared, providing opportunities for discussion, feedback, and quality improvement.

Yee Hong Mississauga enhances care transitions by using a “New Admission Review Form” before admission to identify resident needs, allowing the team to prepare individualized supports such as fall prevention, wound care, and behaviour management. Care plans are developed with residents and families, and post-admission conferences offer feedback and updates. In 2025, residents and families report positive transitions. To further support transitions, an admission orientation video was developed and will be launched in 2026.

Resident experience is enriched through culturally diverse activities and menus representing countries such as Korea, India, Vietnam, and Portugal, as well as celebrations including birthdays, Christmas, and Lunar New Year.

The 2025 resident satisfaction surveys, conducted from October 21 to 22, 2025, reported a 100% overall satisfaction rate regarding the quality of care at Yee Hong. Similarly, family satisfaction surveys carried out between October 2 and November 14, 2025, indicated a 97% overall satisfaction rate with the care and services provided to family members. This positive feedback highlights Yee Hong's commitment to fostering a supportive and caring environment for residents and their families.

Results from the 2025 resident and family satisfaction surveys were presented at the Residents' Council on February 12, 2026, and the Family Council on February 25, 2026. Copies of the results were posted in the home in February.

In addition, survey outcomes were shared with staff across departments throughout January and February 2026. 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 2026, fostering a culture of continuous improvement.

Provider Experience

Yee Hong recognizes the strong relationship 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 and productive work environment, Yee Hong supports staff in delivering high-quality, resident-centred care.

At Yee Hong Mississauga, a range of strategies are implemented annually to promote staff wellness and recognize staff contributions. These include maintaining an Employee and Family Assistance Program (EFAP), promoting wellness activities during Occupational Health and Safety Week, and establishing a staff “Wellness Corner.” Recognition initiatives include Nursing Week, National Infection Prevention and Control Week, Yee Hong's Anniversary, and Staff Appreciation events. Cultural celebrations such as Lunar New Year, Mid-Autumn Festival, and seasonal holidays further support inclusion and connection.

Additional initiatives include providing meals and healthy snacks, subsidized dining, prizes and draws during staff events, and regular leadership rounding during shifts and weekends to strengthen engagement and visibility. In 2025, recruitment and retention efforts were further enhanced through initiatives to reduce overtime, meet Director Care Hours targets, and reinforce commitments to diversity, equity, and inclusion.

The Accreditation Canada Employee Survey was conducted in May 2025, with participation exceeding the Accreditation Canada benchmark of 21.7%. The survey assessed key domains including people-centred care, leadership, patient safety, well-being, and engagement. Results inform improvements to workplace policies and practices, reinforcing Yee Hong's commitment to creating 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 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 safety incidents in compliance with legislative requirements. Families, residents, staff, and the Ministry are notified as required. Safety data are reviewed quarterly at Divisional Quality Council meetings, where the interprofessional team analyzes trends related to falls, antipsychotic use, restraints, skin and wound care, and responsive behaviours. Key performance indicators and safety education are shared at Resident and Family Council meetings and reinforced through staff meetings. Families, staff, and the Ministry are notified as required.

Infection Prevention and Control

The IPAC program uses an evidence-based, collaborative approach supported by ongoing education, audits, and partnerships with Trillium Health Partners' IPAC Hub and Peel Public Health. During peak respiratory seasons, additional precautions such as mandatory masking are implemented. As of January 25, 2026, resident immunization rates exceeded provincial averages (Flu 90%, RSV 88%, COVID19 70%), with staff flu vaccination rate is 92%.

Medication Safety

Medication safety is supported through standardized policies, regular audits, staff education, pharmacist consultations, eMAR, and secure medication rooms. In November 2025, the Medisystem Collaborative Medication Reconciliation program was implemented to enhance medication accuracy and reduce errors during admissions and readmissions.

Workplace Violence and Emergency Preparedness

Yee Hong maintains a zero-tolerance approach to workplace violence and strong emergency

preparedness through training, reporting, interdisciplinary response, and annual emergency drills aligned with the Fixing Long-Term Care Act, 2021. tolerance approach to workplace violence and strong emergency preparedness through training, reporting, interdisciplinary response, and annual emergency drills aligned with the Fixing Long Term Care Act, 2021.

Palliative Care

At Yee Hong, every resident receives palliative and end-of-life care as needed to meet their individual 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 clear principles, procedures, and roles for interprofessional team members. Care is guided by core palliative principles, including optimizing quality of life; addressing physical, psychosocial, and spiritual needs; supporting residents and families; respecting resident choices; and ensuring continuity and integration of care. Services are 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.

To support high-quality, compassionate care, Palliative Performance Scale assessments are completed to monitor resident needs, and an End-of-Life Care Order Set is readily available to guide symptom management and comfort care. Education in palliative and end-of-life care is provided during new staff orientation and reinforced annually for all staff.

Yee Hong Mississauga partners with Acclaim Health to enhance palliative care delivery. The Acclaim Health Palliative Care Consultant provides specialized expertise in pain and symptom management, supporting individualized treatment plans. Through this collaborative approach, the care team works to alleviate suffering, enhance quality of life, and support residents and families through serious illness with dignity and compassion.

Population Health Management

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

Yee Hong Mississauga works closely with external partners, including the Alzheimer Society of Peel and Acclaim Health, to address the diverse and complex needs of residents. Collaboration with the Alzheimer Society of Peel through the Behavioural Supports Ontario initiative provides specialized support for residents who present with, or are at risk for, responsive behaviours

related to dementia, mental health conditions, or other neurological disorders. This partnership enhances assessment, care planning, and intervention strategies, while also supporting education and guidance for families.

Through this collaborative approach, residents benefit from targeted interventions that promote safety, improve quality of life, and support a therapeutic environment for both affected individuals and others living in the home. These partnerships strengthen Yee Hong Mississauga’s ability to respond to complex care needs and reflect a shared commitment to improving population health outcomes, advancing dementia care, and ensuring residents receive compassionate, coordinated, and culturally appropriate 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

Anthony Chang, Board Chair / Licensee or delegate  (signature)
Chau Nhieu-Vi, Administrator /Executive Director  (signature)
Shirin Vellani, Chief Professional Practice and Quality  (signature)
Glen Chow, Chief Executive Officer  (signature)