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YEE  
HONG

# Strategic Plan

January 2022 - December 2024

We Care



We Collaborate



We Commit



Building on Our Successful History  
for a Bright Future



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# Our Story

The Yee Hong Centre for Geriatric Care provides and promotes culturally-appropriate care and services for seniors and their caregivers. In 1987, Dr. Joseph Wong gathered a group of 30 community volunteers to undertake a grassroots fundraising initiative to develop a nursing home after witnessing countless Chinese Canadian seniors suffering from difficulty in communicating and lack of emotional support during their final years of life. After years of advocacy and fundraising, and with support from the government, the first Yee Hong long-term care home opened in 1994 in Scarborough, Ontario.

Today, Yee Hong serve seniors and caregivers of diverse cultural backgrounds and who are living in every setting, to maintain health and independence for as long as possible. Yee Hong provides a full continuum of the highest quality, culturally appropriate and person-centred care from four campuses of care in Scarborough, Markham and Mississauga. Yee Hong serves 805 long-term care residents, operates a 10-bed residential hospice, and provides community-based and in-home services to over 14,000 clients and caregivers, including active seniors programs, home support services, adult day programs, meals and transportation, and many virtual programs including hospice/palliative care.

Yee Hong and its partners have been awarded three licenses to build an additional 800 long-term care beds. At the same time, Yee Hong continues to expand its at home and community-based services to meet increasing needs of seniors. Yee Hong works closely with our sister organizations – Yee Hong Community Wellness Foundation and Yee Hong Seniors Living to achieve our shared goals.

In addition to delivering services, core to Yee Hong’s mission is increasing opportunities for seniors everywhere to have access to culturally-sensitive person-centred services. We do this by supporting other organizations and systems to build their capacity. Yee Hong collaborates with local, regional, provincial, national and international partners to provide education, training and leadership development, consulting, research, and by advocating for social justice. Yee Hong continuously innovates with leading practices and digital technology to promote cultural humility and excellence in the seniors services sector.





# About Our Strategic Plan

This Strategic Plan articulates the next chapter for Yee Hong building on previous strategic plans and its 28 years of success. Below is an overview of the key elements of the plan which will be described in the subsequent pages:

**VISION** – In this plan, you will see a new vision statement that is more outcomes focused and presents what we strive to achieve with our seniors, their caregivers and the community we serve.

**MISSION** – Our new mission statement describes what we offer - our full continuum of services for seniors living in every setting, and our work with our partners to build organization and system capacity in culturally-sensitive, person-centred and excellent care.

**VALUES** – *We Care, We Collaborate, We Commit* are not just words but articulate how we demonstrate these values in action.

**STRATEGIC DIRECTIONS** – *Focus, Impact, and Sustainability* are directions that apply to and underpin all of our strategic goals and objectives over the next three years.

**STRATEGIC GOALS & OBJECTIVES** – These set out how we will innovate and grow in all domains – to further enhance the experience of our care recipients and their loved ones, to innovate all aspects of our operations for growth, and to share our expertise to strengthen seniors services.

**NEW BRAND** – Our new logo and brand articulate the essence of Yee Hong, a progressive organization centred on building family and where “Innovation is our Tradition”.

Yee Hong began the development of this Strategic Plan early in January 2021, in the midst of the COVID-19 pandemic. The Board and leaders felt it was important to define our future path despite the unprecedented time and challenges. This choice is consistent with our culture of innovation, and we remain agile and responsive while the pandemic and its impact is unfolding.

This Strategic Plan considers: short, medium and long-term trends and challenges; the strengths, challenges and opportunities of our organization; what significant transformation in the long-term care, home care and seniors services sector will mean for how seniors access services and the services they need in the immediate and foreseeable future; and how our staff and communities would work and live.

We engaged and listened to our residents, clients, caregivers and families, staff, and partners about what matters to them and the role that Yee Hong can play moving forward. These voices were essential in developing a strategic plan that includes highly focused strategic directions, goals and objectives. The plan maintains our high-quality culturally-appropriate services, strengthens our organization’s capacity, and leads within a progressive and integrated system.

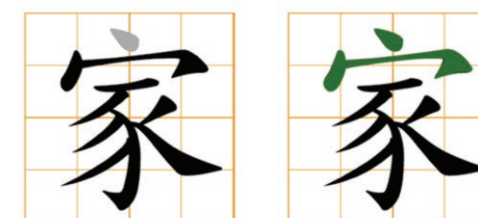
## About Our New Logo and Brand

Yee Hong’s long-time logo is a beloved symbol of our commitments and our traditions. Our community’s trust in the Yee Hong brand has grown together with the entire Yee Hong family which not only includes our residents, clients and caregivers but our entire community. During the refresh of our logo and brand, we reminded ourselves that Yee Hong is all about “family” – as we work together at Yee Hong, as we care for our seniors and support their family members at our facilities and in their homes, and as we work with Yee Hong Community Wellness Foundation, Yee Hong Seniors Living, and our partners and supporters across many geographies. We are a tight knit “Yee Hong Family” and experience much joy from this.



Innovating care is our tradition

Yee Hong’s new logo is a stylized reference to a traditional Chinese character for “family”. The top of the family character is the Chinese radical that means “shelter”. The bottom of the logo includes bold strokes and complementary colours that depict energy, action and diversity. By refreshing the brand together with our strategic plan, we’re signalling a new chapter for Yee Hong and new energy for our corporate identity. This transition modernizes our look and feel in the digital marketplace. The tagline reaffirms our long-standing focus on innovation.





## Our Environment

In developing this strategic plan, we considered the major external factors impacting Yee Hong.



**An unprecedented time for seniors services** – Yee Hong is operating in the midst of unprecedented change. The devastating effects of the COVID-19 pandemic along with an increasingly larger and older population of seniors, has led to public concern and outcry for improved care and facilities, better funding, and enhanced accountability in long-term care for improved operational standards of operation. It reinforces the desire of people to age at home. Yee Hong has navigated the pandemic exceedingly well and is well-positioned to demonstrate to the public and work with the entire seniors sector to transform care.

**Significant sector transformation** – As a leading organization, Yee Hong welcomes a long-awaited focus on the long-term care sector, particularly the need for more high-quality, digitally enabled, culturally-appropriate long-term care facilities, appropriate levels of care for an increasingly complex population, equitable compensation and staff wellness, and more services to support people to age at home. System, sector and organization transformation will be key given the economic fallout of the pandemic. Continuing to demonstrate that the long-term care and seniors services sectors are rewarding places to work is essential to mitigate the traumatic effects of the pandemic and the “war for talent” as people are drawn to work in newly built long-term care homes or in higher paying sectors of the health system.



**Demand for a range of high-quality, culturally-sensitive and person-centred options** – In an increasingly multi-cultural province and country, there is greater demand for seniors’ care services and for a wider array of culturally-appropriate, person-centred options to choose from while living in the setting of their choice. Seniors, their caregivers and family members are seeking care and services that are high-quality, digitally enabled, and meet their cultural, linguistic, and specialized needs. Supporting seniors to age at home requires a new mindset, novel approaches to services and care, and innovative digital

technologies that support independence, multi-generational family involvement, and increasingly complex care needs. Innovative partnerships including Ontario Health Teams and other public and private partners will provide the necessary resources to enable service delivery organizations to better serve our communities together.

**Removing barriers due to system racism and oppression is essential** – The COVID-19 pandemic highlighted long-standing systemic inequities for racialized populations and the inability of people to access and receive the care that they deserve due to structural barriers due to race, gender, ability, and other factors. Systemic racism and oppression need to be actively prevented and addressed through greater awareness, education, and collective action. We must continue to advocate with our allies for building an equitable, diverse and inclusive society, one that is founded on social justice.

## Our Current Situation

In addition to considering external trends and challenges, we also looked at Yee Hong as an organization – our strengths and challenges, and key opportunities for the future:

**Greater reach with what we offer** – Yee Hong provides the highest quality of services and care. We are committed to maintaining this level of quality, the well-being of our staff and volunteers, and our reputation as we grow. While we are well-known for high-quality long-term care facilities, we are less well known for our extensive array of on-site and virtual services for people at our campuses of care and at home. We have an opportunity to increase the awareness and reach for our service offerings, and to continue to advocate for and seek new funding to increase access to these services. We also have an opportunity to share our expertise through our research, consulting, training and other capacity-building offerings.

**Maintaining our excellence with our people** – Yee Hong succeeds because of the people who form our bedrock. The compassion, dedication and resilience of our staff and volunteers set us apart. We cultivate a work environment and organizational culture steeped in solid values to guide them. Across Yee Hong, our people show strong collaboration and accountability within teams and exemplify our award-winning organizational culture.

Given the challenges with an aging workforce, heavy workload, and an exodus of staff from the long-term care and health sector more broadly, we must continue to grow our leaders and inter-disciplinary teams by attracting, developing and retaining the best talent within a safe and healthy environment that encourages wellness, diversity and innovation. We will also evolve our models of care and practices to build our leaders, staff and volunteers to serve a greater number of seniors including those with complex needs.

**Innovating for efficiency and growth** – Our operational infrastructure has served us well for many years however, expanding our programs and services with hybrid delivery models will require us to renew our organizational structure, policies, processes and technology. Adopting leading practices, improving our efficiency, and attracting new sources of funding while maintaining our quality will be a challenging balancing act. Given the ongoing and projected limitations in public sector resources and Yee Hong’s desired growth plans, we will need to allocate wisely and leverage the strength of our track record to generate new revenue from diverse public and private sources. Yee Hong is at an inflection point as an organization – one that involves renewal, sustainability and growth.





# Our Future Directions

Yee Hong’s history and legacy continue to guide our future directions. As a strong and resilient organization, Yee Hong will continue to pursue numerous opportunities while actively addressing challenges. Carrying out our mission and achieving our vision while living our values means that we will move in these directions.

**FOCUS on Expanding Choice and Flexibility for Seniors** – Yee Hong is known for our culturally-appropriate long-term care homes but we are less known for our full continuum of services and supports as people age. In the future, we will focus on expanding our programs and services by providing choice and promoting flexibility for seniors living in our homes and at their own homes to access our full continuum of culturally-appropriate, person-centred services. We know that there is a high demand for both facilities-based and at-home services that are culturally-appropriate but within these options, there are still specific unmet needs that seniors experience every day and as they live longer.

**IMPACT with Person-Driven Care & Capacity-Building** – Yee Hong provides safe, high-quality, and culturally-appropriate programs and services. However our wait lists are long and our community-care capacity is limited. Our future direction is to not assume what our residents and clients need but to deeply engage and work with them to understand what will meet their needs. We will also increase our work with other organizations and communities to build capacity and excellence so that they can provide person-driven care. We will do this through education, consulting, research and partnerships.

**SUSTAINABILITY through Transforming Our Operations for Growth and Sustainability** – As a not-for-profit organization, Yee Hong has limited resources to continue to grow our programs, services and infrastructure. Given this situation, we will need to be creative in supporting our people, and leveraging our financial and other assets to meet the growing needs for programs and services. This means that we will work even closer together within Yee Hong to leverage staff, attract creative sources of funding, and to increase the efficiency of our processes with technology, as well as work with our system partners on joint initiatives to improve the health and well-being of our seniors together.



We are pleased to introduce our new vision, mission and values statements for Yee Hong. Our new vision articulates the shared outcome that we have for our seniors. Our new mission statement describes the comprehensive, holistic services we offer as well as our work with others to elevate the senior services sector. Our values are exemplified in our daily actions as we work with each other, with our partners and community members.

## OUR VISION

Seniors living their lives to the fullest, with independence, health and dignity.

## 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

By being compassionate and seeking to understand and support each other.

By respecting diversity and being inclusive and equitable.

By supporting people to be independent and make their own choices.

### WE COLLABORATE

By working together to achieve our shared vision and goals.

By leveraging our combined strengths to pursue opportunities and address challenges.

By partnering to increase our positive impact on our clients, staff and the system.

### WE COMMIT

To pursuing excellence through continuous learning, innovation and improvement.

To empowering our people to be the best they can be within a progressive organizational culture and work environment.

To having integrity and being accountable and to advocating for improved equity and social justice.

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Strategic Plan 2022-24

Yee Hong Centre for Geriatric Care

Vision

Seniors living their lives to the fullest, with independence, health and dignity

Mission

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

Our Values

We care

compassion, respect, independence

We collaborate

shared vision, combined strengths, impact

We commit

excellence, integrity, empower our people

Goal 1

Elevate seniors' experience to the next level by addressing the growing and diverse needs for innovative, high quality services and care

Goal 2

Renew and build our capacity to address needs of seniors with a strong and sustainable organization poised for growth

Goal 3

Be a valuable leader and partner in seniors care transformation as part of an integrated system

Quality of life for seniors and caregivers includes having a voice, choice and flexibility in their living environments and an ability to access services to support diverse lifestyles, preferences and needs. Yee Hong will work to elevate the experience of seniors and their caregivers by involving them and our communities in the design and delivery of programs and services.

We will increase the availability of culturally-appropriate, person-centred, innovative and high-quality services for seniors through new long-term care homes, life lease buildings, and the provision of community and in-home services. To support our seniors to stay as healthy and well for as long as possible, we will offer innovative, interdisciplinary care models enabled by leading research and practices and technology and work with our system partners and within Ontario Health Teams to deliver cohesive, seamless care.

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## STRATEGIC GOAL 1

Elevate seniors’ experience to the next level by addressing the growing and diverse needs for innovative, high quality services and care



OBJECTIVES

- 1.1. Engage and empower our seniors, families and communities in designing innovative person-centred programs and services
- 1.2. Expand our facilities-based care capacity
- 1.3. Expand our in-home and community-based service capacity
- 1.4. Advance our leadership in innovative, high-quality care with leading models, processes and technology
- 1.5. Collaborate with our system partners to design and deliver integrated services and care

Innovating and expanding to address the diverse and growing needs of the individuals and communities that Yee Hong serves requires a strong and sustainable organization. Yee Hong’s board, staff, volunteers, and partners are our greatest strength, and we will invest in the development of current and future generations of talented and committed individuals and teams. At the same time, we will deepen our already strong organizational culture and promote collaboration across the organization’s many business units, embrace diversity, and champion equity and inclusion.

Building long-term sustainability will involve renewing our policies and processes, harnessing efficiencies, leveraging digital technologies and tools, and developing new public and private sources of revenue.

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## STRATEGIC GOAL 2

Renew and build our capacity to address the needs of seniors with a strong and sustainable organization poised for growth



OBJECTIVES

- 2.1. Purposefully identify, develop and nurture our current and next generation of talented leaders, staff and volunteers
- 2.2. Promote an integrated and flexible organizational culture that embraces diversity, equity and inclusion
- 2.3. Transform our infrastructure and operations for efficiency, growth and to share our expertise
- 2.4. Leverage leading-edge digital technologies to enhance our efficiency and effectiveness and expand our operations
- 2.5. Achieve long-term organizational and financial sustainability



Yee Hong learns and grows while serving our seniors and caregivers. We are proud to support other organizations in their communities to increase their impact for seniors and loved ones. As care becomes increasingly integrated and virtual, Yee Hong recognizes that being a valued leader and partner means contributing our expertise and capacity through research, education and consulting to support individuals, organizations and systems locally, in Canada and in other countries to enhance their ability to improve the lives of the people whom they serve.

Contributing what Yee Hong has to offer first requires increased awareness of our expertise and capacity-building services. We will work closely with our partners to harness our collective capacity for integrated service delivery and align with our allies to enhance cultural humility and address inequitable access to culturally-appropriate services and care.

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### STRATEGIC GOAL 3

Be a valuable leader and partner in transforming the seniors sector as part of an integrated system



### OBJECTIVES

- 3.1. Enhance understanding of and engagement in Yee Hong's mission and vision - locally, nationally and internationally
- 3.2. Harness and share Yee Hong's expertise to achieve collective impact
- 3.3. Build capacity for culturally-appropriate services and care in other organizations and the system
- 3.4. Advocate and work with partners to increase cultural humility and improve equitable access to services and care

## Next Steps

For each of the next three years, Yee Hong will have an annual operating plan that includes concrete actions to achieve its Strategic Goals and Objectives, and that are actively reviewed as part of its Corporate Performance Dashboard. Our Strategic Plan will be assessed on a quarterly basis and updated regularly to anticipate our dynamic environment and reflect our evolution as an organization.



# THANK YOU

We extend our gratitude to funders, donors, partners, staff and Board Directors for contributions that shaped this Strategic Plan. Special thanks to members of our Board Governance Committee for leading the strategic planning process and staff who served as Strategic Planning Facilitators to gather input from hundreds of colleagues. A work team drawn from across our organization brought this document to life and they support us with sharing this plan. Thank you to Santis Health Inc. for all your expertise, leadership and support during this next leg of our journey.

## YEE HONG BOARD OF DIRECTORS

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Paul Truscott, *Secretary/Treasurer and Resources Committee Chair*  
Christine Desloges, *Quality Committee Co-Chair*  
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Gary Sumner, *Chief Human Resources and Organizational Development*  
Ricky Chan, *Interim Chief Financial Officer*  
Vimal Kurian, *Interim Chief Nurse Executive and Director, Quality and Performance*

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