

STRATEGIC PLAN 2016-2021



**Yee Hong Centre
For Geriatric Care**

頤康中心



MESSAGE FROM THE BOARD CHAIR



Dear Friends,

Welcome to the Yee Hong Centre for Geriatric Care, Strategic Plan for 2016-2021. Our plan provides you with an overview of our four strategic directions for the next five years. These directions are a roadmap for our future, as we strive to build connections which will accelerate our impact in delivering culturally appropriate quality seniors' care and education.

We have developed this plan with a high level of thoughtful engagement from our staff, volunteers, our partners across the healthcare system, government, our Foundation community and most important, our residents/clients and their families.

We took the opportunity to re-look at our Vision and Mission statements. While they continued to represent our core, we updated and modernized the words. We hope they resonate with you, as much as they do to us.

Our goals closely align with the Ministry of Health and Long Term Care Strategy and realities. Exploring new ways of delivering

services in innovative and collaborative ways and promoting a culture of quality throughout the organization. We will balance social impact and sustainability through the development of our social enterprise, important in an ongoing environment of fiscal restraint. We continue tirelessly to address the challenge of a very long waiting list for admission into our long term care homes.

Our future success will depend on the ongoing engagement and commitment of our broad community of people and partners.

We look forward to the road ahead. With your support, we will advance our reputation, deliver on our mission and achieve our vision.

A handwritten signature in black ink, appearing to read 'Corinne Wong'.

Corinne Wong

Chair, Board of Directors



ACKNOWLEDGING THE PAST, LOOKING TO THE FUTURE

Yee Hong Centre had come into being 21 years ago in response to the need for culturally appropriate long-term care for Chinese Ontarian seniors. Since then, Yee Hong has built 4 long-term care homes with 805 beds caring for Chinese, Japanese, South Asian, and other ethno-cultural minority seniors, and developed a broad continuum of support services for Chinese seniors residing in the community. The Centre currently serves more than 15,000 seniors each year.

Since its inception in 1994, the organization has enjoyed unwavering support of the community and expanded both in scope and volume of services that it delivers. A conscientious governing body, capable leadership, passionate staff and loyal volunteers have enabled the organization to carry on effectively.

Initially, Yee Hong had set out to serve Cantonese speaking seniors having migrated largely from Hong Kong. Changes in immigration pattern have seen increasing number of Mandarin speaking immigrants from mainland China settling in the Greater Toronto Area in recent years. More than differences in spoken languages Japanese, South Asian and Chinese immigrants often hold distinct cultural values and beliefs about community, health and aging. This has spurred Yee Hong onto developing expertise in providing culturally appropriate care for multiple ethnic groups.

Economic reality is calling into question the viability of expanding residential long-term care as a sustainable elder care policy. Policy makers and gerontologists are increasingly favoring home and community care over institutional care. Community values are also changing, as seniors want choices in the types of care that are available to them.

In developing the Yee Hong Centre 2016 - 2021 Strategic Plan, the organization has been sensitive to the implications of all these considerations. This plan will guide Yee Hong as it continues to evolve and serve the growing number of seniors in our communities and meet the challenge of finding resources to do so in ever more creative ways.

THE STRATEGIC PLANNING PROCESS

In developing this Strategic Plan the Centre focused on understanding current and anticipated community perspectives/needs and implemented a multi-pronged stakeholder engagement process.



STAKEHOLDER CONSULTATION

Stakeholder Consultation consisted of interviews, surveys and focus groups. Guided by a Board Strategic Planning Task Force, the organization's leadership reached out extensively to internal and external participants with the assistance of an experienced strategic planning consultant team.

PROFILE OF STAKEHOLDERS ENGAGED

STAKEHOLDER	INDIVIDUALS	FOCUS GROUPS/INTERVIEWS
FAMILY CAREGIVERS	86	11
CLIENTS AND RESIDENTS	104	18
INTERNAL STAKEHOLDERS: <ul style="list-style-type: none"> • Yee Hong Centre Board of Directors • Yee Hong Foundation Board of Directors • Yee Hong Centre staff • Yee Hong Foundation staff • Volunteers • Physicians • Allied Health Professionals 	319	33
ORGANIZATIONS: <ul style="list-style-type: none"> • Chinese Business Associations • Chinese Health Care Organizations • Community Partners • Key Opinion Leaders • Labour Unions • Researchers/Academics 	64 (53 unique organizations)	34
TOTAL	573	96

YEE HONG'S VISION

Yee Hong will be the model of excellence in culturally appropriate seniors' care.



YEE HONG'S MISSION

With strong roots in the Chinese Canadian community, Yee Hong enables Chinese-Canadian and other seniors to live their lives to the fullest - healthy, independent and dignified. We provide a continuum of excellent, culturally appropriate care.



YEE HONG'S VALUES

These values are Yee Hong's foundational beliefs and guide our processes and decision making.

Respect We value each person as a unique individual and respect his/her background, beliefs and choices.

Compassion We foster a caring and supportive environment that accepts people as they are.

Commitment We promote dedication in our roles and to the organization's vision, mission and values.

Excellence We promote client centered care, excellence in service delivery and quality of work life.

Teamwork We foster cooperation, collaboration and mutual trust among staff, volunteers and clients.

Integrity We adopt an ethical approach in everything we do.

Accountability We accept responsibility for the resources entrusted to us.

STRATEGIC DIRECTIONS

1

BROADEN SERVICES TO MEET THE EMERGING NEEDS OF AGING SENIORS



STRATEGIC GOALS

EXPLORE NEW MEANS FOR DELIVERING SERVICES TO AN INCREASINGLY COMPLEX CLIENT POPULATION

Adapt, evolve and grow with the ever-changing environmental landscape including changes in elder care sciences, public policy and resources constraints, consumer sentiment as well as changes in population profile of communities served by the Centre.

Explore new activity domains, geriatric care approaches and service delivery models to meet the needs of the increasingly complex aging senior population.

DEVELOP ORGANIZATIONAL CAPACITY TO SUPPORT AN EXPANDED RANGE OF SERVICE OFFERING

Build internal organizational and people capacity to support innovations to meet the changing needs of the community.

Partner with fellow service providers to offer a broader scope of services to the community.

STRATEGIC DIRECTIONS

2

IMPROVE CLIENT EXPERIENCE ACROSS ALL PROGRAMS



STRATEGIC GOALS

PROMOTE A QUALITY CULTURE THROUGHOUT THE ORGANIZATION

Develop a quality orientation in all aspects of the organization by implementing robust and innovative quality improvement initiatives.

Link client safety and positive client experience to organization performance indicators.

DEVELOP A FRAMEWORK FOR ENGAGING CLIENTS OF YEE HONG AND THEIR FAMILIES IN ADVANCING A QUALITY AGENDA

Leverage a client/family centered care orientation to systematically engage long-term care home residents, community support services clients and their respective families/caregivers in meaningful ways to enhance existing programs and services.

STRATEGIC DIRECTIONS

3

PUT OUR KNOWLEDGE TO WORK IMPROVING THE SYSTEM



STRATEGIC GOALS

ENHANCE CAPACITY FOR KNOWLEDGE EXCHANGE ENTERPRISES

Develop and disseminate knowledge products in areas of Yee Hong expertise such as culturally appropriate senior care, dementia, palliative/end of life care and caregiver support.

MAKE EFFECTIVE CONTRIBUTIONS TO PUBLIC POLICY DEVELOPMENT PROCESSES

Champion the interests of seniors, and especially those from ethno-cultural minority communities through participating in system level forums and initiatives to enhance access to high quality and culturally appropriate senior care.

Seek to inform public policy discourse by sharing with policy makers and system planners the experience and expertise of Yee Hong and the perspectives of the communities it serves.

BUILD A STRONG NETWORK OF PARTNERS TO MEET THE ORGANIZATION'S GOALS

Cooperate and collaborate with policy makers, system planners, fellow service providers and consumers of Yee Hong services to meet the needs of frail and vulnerable seniors.

STRATEGIC DIRECTIONS

4

MAINTAIN FINANCIAL SUSTAINABILITY



STRATEGIC GOALS

BALANCE SOCIAL IMPACT AND SUSTAINABILITY

Exercise responsible stewardship over scarce resources while seeking to optimize the positive impact with the community that it serves.

DEVELOP SOCIAL ENTERPRISE CAPACITY

Explore social enterprise opportunities and develop organization capacity to generate resources in order to reduce the gap between public funding and community donations that are required to deliver needed services.

PEOPLE AND TECHNOLOGY AS ENABLERS

The successful implementation of this Strategic Plan will be supported by purposeful investment in **People** and **Technology** across the organization.



PEOPLE

Support and enable staff, affiliated medical and allied health professionals, and volunteers to be the best they can be, encompassing healthy workplace, continuous learning and innovation, talent management, leadership development, and employee and volunteer engagement initiatives.

TECHNOLOGY

Expand the use of technology and digital media. Invest in technological innovations to advance quality of care, enhance client experience, improve operational efficiencies and reinforce our reputation as a leader in technology use in the senior care sector.

STRATEGY MAP

VISION: Yee Hong will be the model of excellence in culturally appropriate seniors' care.

MISSION: With strong roots in the Chinese Canadian community, Yee Hong enables Chinese-Canadian and other seniors to live their lives to the fullest - healthy, independent and dignified.
We provide a continuum of excellent, culturally appropriate care.

DIRECTIONS	GOALS	ACCOUNTABILITY
BROADEN SERVICES TO MEET THE EMERGING NEEDS OF AGING SENIORS	<p>Explore new means for delivering services to an increasingly complex client population.</p> <p>Develop organizational capacity to support an expanded range of service offering.</p>	<p>Report annually on progress and outcome achieved by means of a balanced scorecard accessible to both internal and external stakeholders</p>
IMPROVE CLIENT EXPERIENCE ACROSS ALL PROGRAMS	<p>Promote a quality culture throughout the organization.</p> <p>Develop a framework for engaging clients of Yee Hong and their families in advancing a quality agenda.</p>	
PUT OUR KNOWLEDGE TO WORK IMPROVING THE SYSTEM	<p>Enhance capacity for knowledge exchange enterprises.</p> <p>Make effective contributions to public policy development processes.</p> <p>Build a strong network of partners to meet the organization's goals.</p>	
MAINTAIN FINANCIAL SUSTAINABILITY	<p>Balance social impact and sustainability.</p> <p>Develop social enterprise capacity.</p>	

STRATEGIC ENABLERS

PEOPLE: Support and enable staff, affiliated medical and allied health professionals, and volunteers to be the best they can be through various initiatives.

TECHNOLOGY: Expand the use of technology and digital media and invest in technological innovations.

ANNUAL OPERATIONS PLANS 2016 - 2021

YEE HONG VALUES: RESPECT, COMPASSION, COMMITMENT, EXCELLENCE, TEAMWORK, INTEGRITY, ACCOUNTABILITY

ANNUAL OPERATIONS PLANNING

The Yee Hong Senior Leadership Council will develop the Operations Plan that outlines clear deliverables, timelines, outcomes and accountabilities for realizing the strategic plan. The Operations Plan serves to inform the annual budget.



ACCOUNTABILITY

BALANCED SCORECARD

Yee Hong Centre is committed to being open and transparent to its stakeholders for the commitments it has made in this strategic plan. It will utilize a Balanced Scorecard to articulate annual goals and objectives approved by the Board of Directors as well as to report on outcomes achieved.

- ✓ **IMPROVE CLIENT EXPERIENCE ACROSS ALL PROGRAMS**
- ✓ **MAINTAIN FINANCIAL SUSTAINABILITY**
- ✓ **BROADEN SERVICES TO MEET THE EMERGING NEEDS OF AGING SENIORS**
- ✓ **PUT OUR KNOWLEDGE TO WORK IMPROVING THE SYSTEM**



MONITORING PROGRESS

There are distinct roles for the monitoring of progress and success against the Strategic Plan. These are set out as follows:

- The Yee Hong Centre Board of Directors is responsible for monitoring progress made towards realizing the goals of the Strategic Plan. The Board will be kept informed by the CEO using the Balanced Scorecard and monthly CEO Reports.
- The Senior Leadership Council is responsible for developing and implementing the operations plan by which Yee Hong will achieve intended outcomes specified for the strategic goals. Progress is monitored through semi-annual review with the Senior Leadership Council, project plan reports and senior leaders' performance consultation with the CEO.

REVIEW

Over the life of this Strategic Plan, targeted stakeholder consultations, environmental scans and other engagements will be undertaken to ensure that the Strategic Plan remains relevant and continues to meet the needs of the community.

An overall review of this Strategic Plan will be conducted towards the end of the period to examine outcomes achieved and effectiveness to inform development of the next 5-year strategic plan.

ACKNOWLEDGEMENT

STRATEGIC PLANNING COMMITTEE

(BOARD) TASK GROUP

Sandra Pitters (Group Lead)

Lewis Hooper

Michael Klejman

Eric Tong

(STAFF) WORKING GROUP

Eric Hong (Co-Lead)

Catherine Hutson (Co-Lead -until August 2015)

Janet Chee (Co-Lead since August 2015)

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Teresa Ku

K.Y. Liu

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Vivian Ng (Recorder)

CONSULTANTS

Scott Dudgeon, Health Innovations Group

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EXTERNAL RESOURCE

Genevieve Obarski, The Change Foundation

YEE HONG CENTRE BOARD OF DIRECTORS

Liliana Catapano

Andrew Fung

Lewis Hooper

Michael Klejman

San Ng

Sandra Pitters

Paul Redmond

Eric Tong

Jonathan Tsao

Thomas U

Corinne Wong (Chair)

Daniel Wong (Vice Chair)

Joseph Wong (Chair Emeritus)

THE CONTINUUM OF CARE AND SERVICES

INDEPENDENT

SENIOR HOUSING

- Supportive Housing
- Rent-Geared-to-Income Housing
- Assisted Living
- Life Lease Housing

SUPPORT SERVICE

- 24-hour Medical
- Emergency Response
- Homemaking Support
- Personal care
- Activation
- Health Monitoring

COMMUNITY CARE

PROGRAM

Adult Day Program

- Post-stroke and Alzheimer

Congregate Dining

- Frail, isolated seniors

Chronic Disease Self-Management and Prevention

Active Senior Program

Support Service

- Client Intervention & Case Management
- Caregiver Education & Support Services
- Transportation
- Friendly Visiting
- Security Checks
- Meals on Wheels
- Volunteer Development
- Advocacy
- Community Education
- Cancer Support Group
- Bereavement Support Group

Residential Hospice

- under development

MEDICAL SERVICE

CLINICS

Such as:

- Cardiology
- Chiropody
- Dermatology
- Endocrinology
- Family Medicine
- Geriatric Medicine
- Internal Medicine
- Memory
- Podiatry
- Psychiatry
- Rheumatology
- Urology

REHABILITATION SERVICE

Tenant Providers

- Physiotherapy
- Occupational Therapy
- Acupuncture

DEPENDENT

LONG-TERM CARE HOME (805 beds)

K.C. POON NURSING HOME Scarborough McNicoll (155 beds)

HO LAI OI WAN CENTRE Markham (200 beds)

TO HEUNG CHAN NURSING HOME Scarborough Finch (250 beds)

MISSISSAUGA (200 beds)

Programs:

- 24/7 nursing care with access to physicians
- Onsite access to medical specialists
- Dietetic counseling
- Social work counseling
- Spiritual and religious care
- Physiotherapy
- Occupational therapy
- Recreation, music and pet therapy
- Peritoneal dialysis
- Dementia care - Behavior Support Ontario (BSO)
- Palliative care

CONTACT US

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