Retirement Homes Regulatory Authority

2023/2024

# Annual Report

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# Vision

Seniors living with dignity, choice and confidence in licensed retirement homes.

# Mission

Working collaboratively to protect Ontario retirement home residents through effective right-touch regulation.

To fulfill its mission, the RHRA:

- Uses data, evidence and analysis to support a risk-based approach to decision-making.
- Informs, educates and engages current and prospective residents, families, partners and other stakeholders.
- Informs, guides, licenses, inspects and educates retirement homes to help them comply with care standards and regulations.
- Uses all available tools to protect residents, including enforcement.

# Values

**Excellence**
Efficient, effective and continuously improving.

**Integrity**
Principled, honest and respectful.

**Adaptability**
Responsive, proactive and innovative.

**Accountability**
Transparent and responsible actions.

# Message from the Chair of the Board

I am pleased to present the Fiscal Year 2023/24 Annual Report which provides a comprehensive overview of how the RHRA continued to strengthen resident protection in Ontario's licensed retirement homes in collaboration with our many stakeholders.

This was a pivotal year for the RHRA with the adoption and publication of our **three-year Strategic Plan** (2023/24 – 2025/26). This plan sets out a blueprint for how the RHRA will continue to evolve as it works collaboratively to protect Ontario retirement home residents through effective right-touch regulation.

Our Board is grateful to the numerous stakeholders – residents and their families, licensees, community, seniors' and health care providers/organizations and the provincial Government for their thoughtful contributions and meaningful input.

## *Necessary resources to deliver its mandate*

In addition to developing the strategic direction for the RHRA, the Board plays a critical role helping to ensure that the organization is equipped with the resources necessary to fulfill its public interest mandate and achieve its objectives.

You will see in this year's report that the RHRA has continued to experience ongoing increased demand for regulatory action. The Board has worked closely with Management to find the appropriate balance of helping the organization keeps pace with this demand while moving forward with key initiatives that take into consideration the evolving nature of the sector, resident needs and the regulatory environment.

## *Practicing prudent financial stewardship*

A priority of our Board is having financial sustainability while providing future fee predictability for licensees, recognizing that adjustments may need to be made because of changes in work volumes and other environmental factors.

We remain steadfast in our commitment to supporting the RHRA to deliver and enhance resident protection effectively and efficiently while demonstrating sensitivity to the economic realities faced by the sector.

## *Farewell to our outgoing directors and welcome to new directors*

Two directors completed their terms over the past year: Steven Boychyn, who was publicly appointed by Order-in-Council (OIC) and Janet Beed, who was elected by the Board.

I want to extend my genuine gratitude to Steven, a military engineer who is deeply committed to public service and Canada's peacekeeping efforts, and to Janet, a former hospital executive, who led the Board's working group focused on best practices in governance.

Changes in the Board enable renewal and in 2023/24 we welcomed Carmine Domanico, who was also appointed by OIC, and Leah Levesque, who was elected by the Board.

On behalf of my fellow Directors, I extend our sincerest thanks to Steven and Janet for helping to make our Board stronger and a warm welcome to Carmine and Leah, who bring professional and lived experiences and expertise to overseeing the RHRA effectively and efficiently.

I also want to thank all my fellow directors for their stewardship, support and leadership in steering the RHRA during times of significant change as we prepare for the challenges and opportunities that lie ahead.

## *Partnerships and collaboration are critical to resident protection*

Over the past year, I have had numerous opportunities to meet with licensees and their staff at events and to learn about how they are working to care for the residents in their licensed retirement homes and to comply with the *Retirement Homes Act, 2010*.

I have also had the privilege of attending the RHRA Stakeholder Advisory Council and hearing directly from residents, their families and seniors' and health care professionals about the changing nature and needs of Ontario's seniors. I am truly grateful for their insights which have been invaluable to informing the Board's oversight of the RHRA.

I would be remiss if I did not thank the Honourable Raymond Cho, Minister for Seniors and Accessibility, his staff and those in his Ministry, for their commitment to helping seniors stay safe and for recognizing the importance of seniors living healthy, active and productive lives. As the population continues to age and more Ontarians retire, we look forward to working together around our aligned public interest goal.

Finally, on behalf of our Board, I would like to acknowledge the RHRA staff for their leadership, hard work and dedication. We are fortunate to have such a professional workforce that puts retirement home residents at the heart of everything they do. We thank you.

Sincerely,

Alex Yuan

**Alex Yuan**
*Chair, RHRA Board of Directors*

# Message from the CEO and Registrar

Fiscal Year 2023/24 represented a year of both significant accomplishments and new challenges and opportunities.

Our refreshed Strategic Plan paves a path forward that marks a renewal of planned activities and new initiatives – all with the well-being of residents and stakeholder engagement at its heart. This plan outlines how we intend to continue our evolution to remain a nimble and responsive regulator that strengthens resident protection while applying a right-touch regulatory approach.

## *Evolving sector and resident needs require right-touch regulation*

Since the RHRA's creation more than a decade ago, the sector has continued to evolve to meet the changing needs of Ontario's seniors. Residents living in licensed retirement homes in Ontario today are older and many have complex care needs. The 60,000 to 70,000 residents living in licensed homes represent a diverse resident profile ranging from those who live independently requiring few care services to those needing assistance with daily living to those who require more advanced care. Licensed retirement homes also fill an important need in the broader housing spectrum as between 10,000 and 11,000 current retirement home residents are on long-term care waiting lists.

An inaugural initiative we launched this past year was the collection of information from licensees through the Annual Information Return (AIR). Together with other data collected by our inspectors, this information will help us continue to apply and refine our right-touch regulatory approach that corresponds with changing business models, varying levels of risk and reduces administrative burden for licensees.

## *New information technology infrastructure streamlines the way we operate and interact with licensees*

Over the past year, we completed an overhaul of our information technology (IT) infrastructure and implemented a customer relationship management system resulting in improved workflows across the organization. We also engaged licensees in a pilot project to test a licensee portal which will enable new and existing operators to have an efficient digital experience in a convenient and secure environment. We are making some functional changes to the portal based on stakeholder feedback we obtained and will launch it in Fiscal Year 2024/25.

We also worked with residents, their families, seniors' organizations in focus groups to test new webforms we will launch this year for reports of harm/risk of harm and complaints. These are some of the examples of how we are leveraging technology to complement other methods of interaction with the RHRA for all stakeholders.

### *Increasing awareness about the benefits of choosing a licensed retirement home*

This past year we have stepped up our efforts to educate prospective residents and their families about the benefits/protections afforded to them by choosing a licensed retirement home. Working with seniors' organizations, partners in the health care system, MPPs' constituency offices, licensees and other stakeholders, we distributed over 7,000 informational materials in English/French and other languages to Ontarians so they can make informed decisions about their housing needs.

### *Demand for regulatory interventions continues to increase*

This was another year of increases in complaints, and reports of harm/risk of harm, which also led to a double digit increase in the need for responsive inspections. Reports of harm/risk of harm increased by 14 per cent year over year, while complaints rose by 66 per cent over the previous year.

By leveraging technology, improving our internal work processes, and reallocating resources, we have been able to keep pace with the demand for increased regulatory inventions and to continue to carry out our resident protection mandate.

We have also continued to focus on working proactively and collaboratively with licensees to create a strong culture of care through enhanced compliance education. For example, in the final quarter of the fiscal year, we published new guidance for preventing abuse and neglect which was well received by stakeholders.

### *Providing financial stability, predictability and transparency*

Although it is difficult to predict whether the trend for more regulatory interventions will continue, the RHRA is committed to financial stability and predictability. As such, in Fiscal Year 2023/24, we consulted with the sector and others and implemented a fee increase of 59 cents which brought the annual fee that licensees pay to $14.59 per suite per month as of April 1, 2024. We also consulted on and made a change in the timing of the fee cycle to give the sector more time to plan. As a result, licensees received six-months advance notice rather than three months about upcoming changes and had their fees remain static for 15 months until March 31, 2024.

In our Strategic Plan, we committed to giving licensees more notice and predictability in knowing what their annual fees will be moving forward. The RHRA also needs to be able to plan accordingly for increased demands for regulatory intervention and new initiatives. We continue to explore options, including adopting a rolling three-year fee and will consult extensively about any changes we may propose.

## *Internal and external partnerships are key to our success*

In conclusion I want to thank our many partners:

- Community, seniors' and health related organizations that share our commitment to strengthening resident protection.
- Licensees who share our commitment to supporting residents living safely and with dignity in the retirement home of their choice and complying with the *Retirement Homes Act, 2010*, and regulations.
- Our Stakeholder Advisory Council members, who provide their unique perspectives and ideas that enable us to be a more effective and efficient regulator and discuss important trends/developments.
- The RHRA's staff, who are at the heart of our organization, and work tirelessly, with compassion and a deep commitment to protecting seniors living in retirement homes.

Finally, I want to extend my gratitude and appreciation to our Board and Chair Alex Yuan, whose steadfast support and leadership, enable us to do the job that Ontarians count on – to help ensure that seniors can live with dignity, choice and confidence in the 776 retirement homes that they call their home.

Sincerely,

**Jay O'Neill**
*CEO and Registrar*

# A Snapshot of the Sector

| Licensed Homes | As of March 31, 2024 | | As of March 31, 2023 | | As of March 31, 2022 | | As of March 31, 2021 | |
|---|---|---|---|---|---|---|---|---|
| | Homes | Suites | Homes | Suites | Homes | Suites | Homes | Suites |
| Issued | 736 | 69,416 | 746 | 68,427 | 755 | 68,348 | 750 | 65,895 |
| Issued with conditions | 40 | 2,102 | 30 | 1,501 | 23 | 906 | 24 | 947 |
| **Total** | **776*** | **71,518** | **776** | **69,928** | **778** | **69,253** | **774** | **66,842** |

**While the number of retirement homes remains the same as the previous year, the number of suites available has increased. The RHRA has continued to see a trend of licensed retirement homes being larger with the average number of suites moving from 80 suites per home in 2018 to an average 92 suites per home last year.*

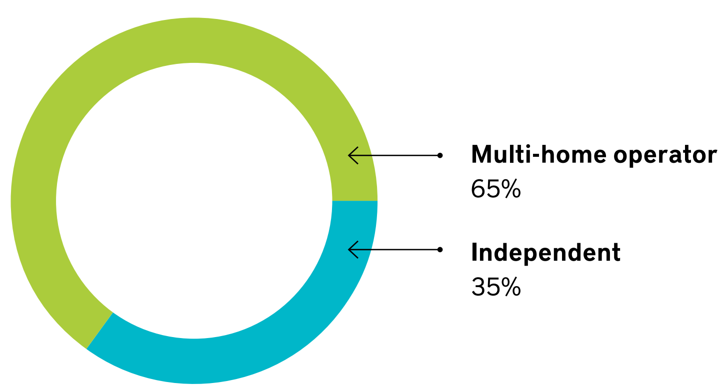
Breakdown by home size as of March 31, 2024:

| Category | Homes | Total suites |
|---|---|---|
| *Small (25 suites or less) | 77 | 1,215 |
| Medium (26 to 99 suites) | 387 | 24,411 |
| Large (100+ suites) | 312 | 45,892 |

**Since 2018, small homes have decreased from 15 per cent to 10 per cent of all licensed homes. Similarly, the number of suites available in small homes has decreased from three per cent to two per cent.*

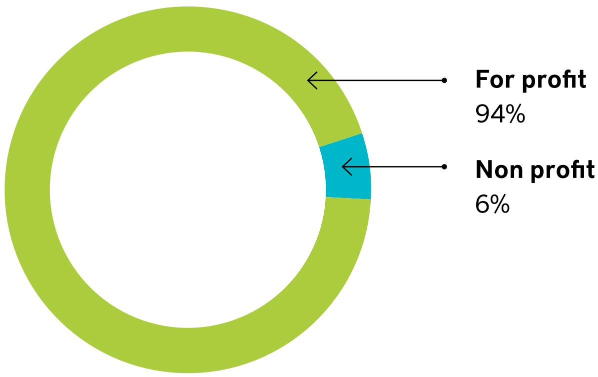
Breakdown by multi-home operator vs independent ownership as of March 31, 2024:

| Category | Homes | Total suites |
|---|---|---|
| Multi-home operator | 506 | 52,661 |
| Independent | 270 | 18,857 |



In 2023/24, 46 homes out of the 776 licensed homes (3,475 suites) were owned by not-for-profit corporations.

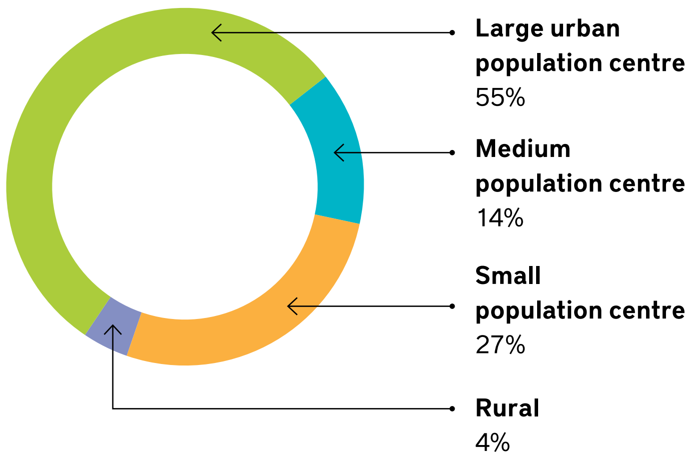
| Category | Homes | Total suites |
|---|---|---|
| For profit | 730 | 68,043 |
| Non profit | 46 | 3,475 |




Breakdown by urban/rural population centres as of March 31, 2024:

| Category | Homes | Suites |
|---|---|---|
| Large urban population centre | 428 | 46,445 |
| Medium population centre | 112 | 10,403 |
| Small population centre | 208 | 13,630 |
| Rural | 28 | 1,040 |
| **TOTAL** | **776** | **71,518** |

*Note: Based on Statistic Canada's definition of rural, small, medium and large urban population centres.*



**Retirement homes range significantly in the variety and number of care services they offer.**

**The most common care services offered by over 90% of licensed retirement homes are:**

- provision of meals
- administration of a drug or another substance
- assistance with bathing and hygiene
- assistance with dressing
- pharmacist and nursing services

**The least common care services are:**

- skin and wound care *(137 homes)*
- dementia care *(160 homes)*
- assistance with feeding *(292 homes)*
- 47 homes offer all 3 of these services

**36 HOMES** offer five or less care services

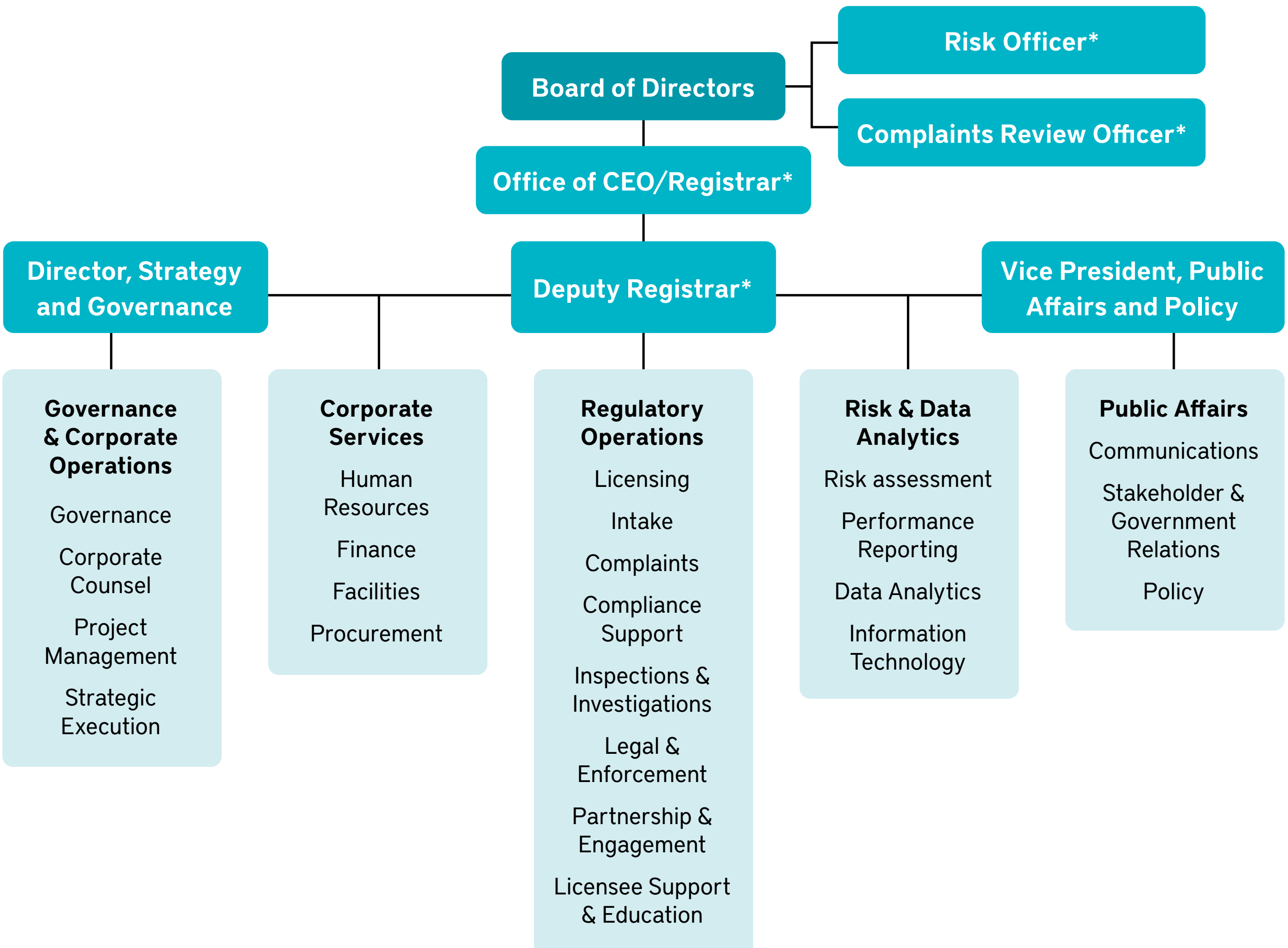
**523 HOMES** offer 10 or more care services

**217 HOMES** offer six to nine care services

# Corporate Overview / About RHRA

## Organizational structure

Headquartered in Toronto with 73 staff deployed across the province, the RHRA's workforce is dedicated to regulatory operations that license, inspect and investigate complaints and reports of harm/risk of harm. The RHRA is self-financed primarily through annual fees ($14 per suite per month as of March 31, 2024) paid by licensees.




*Independant statutory roles with specific duties and powers set out in the Act.

## Mandate and relationship to the Government of Ontario

The Retirement Homes Regulatory Authority (RHRA) is mandated by the Government of Ontario (the Government) to administer Ontario's *Retirement Homes Act, 2010* (the Act) in the public interest. The RHRA's core responsibility is to enhance resident safety and consumer protection in Ontario's licensed retirement homes.

The RHRA is a not-for-profit corporation established as an administrative authority of the Government through the Act and associated regulations.

The Government retains responsibility for the Act and regulations. The RHRA is responsible for ensuring the legislation and regulations are implemented and enforced.

## Scope

The RHRA fulfills its mandate by:

- Informing and educating the retirement home sector, residents, and the public about the Act, regulations and the role of the RHRA.
- Licensing Ontario's 776 retirement homes and maintaining a searchable Retirement Home Database of licensed retirement homes available on **RHRA.ca**.
- Inspecting retirement homes, overseeing compliance with the regulations and care standards, and enforcing the Act for the protection of residents.
- Advising the Minister/Ministry for Seniors and Accessibility (MSAA) on emerging trends and policy matters related to retirement homes.

## Core services

- Licensing
- Inquiries, Complaints and Client Services
- Standard Setting
- Inspections
- Partnerships and Stakeholder Engagement
- Compliance Support and Monitoring
- Investigations
- Enforcement and Prosecution
- Data Analytics and Risk Evaluation
- Public and Licensee Education and Resource Development

# Accountability and Transparency

## Board and Governance

The RHRA is governed by a nine-person Board of Directors, including four members appointed by OIC and five members elected through a nomination process by the Board. The Board recognizes the importance of having Directors that reflect the diversity of Ontario. Board member profiles are available on **RHRA.ca**.

The Board is accountable to the Minister for Seniors and Accessibility. The Minister designates the Board Chair from among the members of the Board.

### Memorandum of Understanding

**A Memorandum of Understanding** (MOU), including its attached schedules, clarifies the roles, duties and responsibilities of the RHRA and the Government in relation to the administration of the Act.

The RHRA and the Ministry for Seniors and Accessibility have continued to work together to refresh the MOU and associated Schedules. In Fiscal Year 2023/2024, the RHRA and the MSAA finalized the following Schedules:

- Corporate Planning and Reporting
- Information Sharing Protocol
- Competency and Selection Criteria for Members of the Board of Directors
- Access and Privacy Code

The final outstanding schedule, the Code of Ethics, was approved by the Minister in Fiscal Year 2024/25.

Last year, the RHRA Board also approved changes to by-laws #1 and #2 to ensure they are compliant with the *Ontario Not-For-Profit Corporations Act, 2010*. In addition, the Board made one minor change related to mileage to the RHRA's Travel, Meal and Hospitality Expenses Policy in December 2023.

### Board Responsibilities

The Board is responsible for corporate governance, regulatory oversight and guiding the development of the RHRA's Strategic Plan and priorities. Board members adopt best practices in governance and regulatory oversight and are committed to continually strengthening governance practices and oversight of the organization ensuring its public accountability. Governance and accountability information can be found on **RHRA.ca**.

The Board has five regularly scheduled meetings per year. It met more frequently in the past year to provide oversight of the RHRA's strategic and financial planning. Board activities are supported by the work of two committees:

- The Governance, Regulatory Affairs and Nominations Committee
- The Finance, Audit and Human Resources Committee

Information about the elections/appointment process of the Board, basic qualifications of the Board, and Code of Ethics is available on **RHRA.ca**.

## Board Remuneration

The Board Remuneration and Administration Policy sets in place the following:

- The per diem rate for the Board Chair is $730.
- The per diem rate for all other Board Directors is $500.
- The Chair receives an annual retainer of $10,000, and the Vice-Chair and Board Committee Chairs receive an annual retainer of $5,000 for work done outside Board and Committee meetings. For the fiscal year 2023/24, total Board remuneration was $140,015.

Board compensation and expenses are reviewed annually by the Governance, Regulatory Affairs and Nominations Committee.

## Board Members

**ALEX YUAN**
Board Chair | Appointed: November 25, 2021

Alex founded a successful medical software development company in 1982. He holds Bachelor of Science degrees in Biology, in Pharmacy, in Computer Science and in Business Administration. Alex has served on boards for numerous non-profit organizations, helping seniors and youth, including serving as Vice-Chair of Yee Hong Centre for Geriatric Care. **See Full Bio.**

**BARBARA KIELEY**
Board Vice-Chair | Re-elected: January 1, 2024

Barbara is a respected C-Suite level business advisor and retired partner from Ernst & Young. She brings deep experience in digital innovation and business transformation and substantive corporate governance experience in the health/long-term care, social services and information technology sectors. **See Full Bio.**

### JANET BEED

Board Member | Completed Term December 14, 2023

Janet is an independent practitioner with a focus on building organizational capacity, implementing strategic change and maximizing the innovation agenda in health care. She held several leadership roles within the health care system including President and CEO, Markham Stouffville Hospital; Vice President and Chief Operating Officer, University Health Network/Toronto General Hospital; Vice President, Organizational Development and Patient Care Programs, Princess Margaret Hospital/Ontario Cancer Institute; and several senior positions at the Hospital for Sick Children.

### JONATHAN BOULAKIA

Board Member | Elected: December 10, 2019

Jonathan served as Vice-Chair until December 2022 and is Chief Investment Officer and Chief Legal Officer of Chartwell Retirement Residences, Canada's largest owner/operator of retirement residences. He is responsible for all acquisitions and development at Chartwell, as well as all legal and governance matters. Jonathan is also Chartwell's Corporate Secretary and has oversight of Chartwell's privacy office and insurance department. **See Full Bio.**

### STEVEN BOYCHYN

Board Member | Completed Term July 8, 2023

Steven completed a B.Eng. in Electrical Engineering and training as a Military Engineer. He has spent 25 years in the Reserve Force with the 2nd Field Engineer Regiment (now 32 Combat Engineer Regiment). Steven held a number of positions at Celestica Inc. in supply chain management, including Global Manager Supply Chain Environmental Engineering.

### CARMINE DOMANICO

Board Member | Appointed: August 10, 2023

Carmine is the Senior Manager of HR for GEON Performance Solutions in Canada and Asia, previously holding senior roles at CIBC and Nortel Networks. He led as President and CEO of Cristal International and has extensive governance experience with various organizations including the Central West LHIN. Carmine's expertise includes strategic planning, total compensation design, performance management, executive assessment, and coaching. **See Full Bio.**

### JOHN GROE

Board Member | Appointed: December 9, 2021

John is the CEO, Accessibility Consultant at Accessible Daily Living (ADL), and President of DriveLab Inc. (DLI). John has spent most of his career working hands-on in the medical/rehabilitation and insurance industries. John is a founding and current council member for Home Modifications Canada, is a certified Professional Consultant on Aging through CPCA Canada and has Executive Certification in Home Modification Senior Living through the Leonard Davis School of Gerontology at the University of South California (USC). **See Full Bio.**

### LEAH LEVESQUE

Board Member | Elected: January 1, 2024

Leah Levesque is a health care executive with over 15 years of senior leadership experience, specializing in senior care. As the President and CEO of Arnprior Regional Health, she was instrumental in opening a new 96-bed long-term care home and leading the organization to earn exemplary status accreditation twice. Leah also has significant board experience, including a vice-chair role at the Alzheimer's Society – Ottawa and Renfrew County Chapter. **See Full Bio.**

### ANIL MATHUR

Board Member | Elected: June 29, 2021

Anil is the Chair of the Finance, Audit and Human Resources Committee. Anil is a thought leader with deep expertise in governance, audit and risk management. As CIBC's Senior Vice-President & Chief Auditor for almost a decade, Anil was a member of the Operating Committee charged with oversight of CIBC's global operations. He is an industry speaker and publisher on risk, controls and audit. **See Full Bio.**

### VALA MONESTIME BELTER

Board Member | Re-appointed: July 27, 2023

Vala is the Chair of the Governance, Regulatory Affairs and Nominations Committee. Vala has diverse experience in Ontario's long-term care sector, having worked as Director of Resident Care, Administrator, LTC Homes Inspector and LTC Consultant. She holds a Bachelor of Science in Nursing, a Bachelor of Arts, and a Master of Science. She has served in an executive capacity on numerous boards including the Ontario Long Term Care Association. **See Full Bio.**

### CHRISTINE OZIMEK

Board Member | Elected: December 10, 2021

Christine is a business executive and director with over 30 years of leadership experience. Formerly CEO of a group of retirement homes and long-term care homes, Christine spent 25 years as an innovative leader with a focus on the core values of people, community and dignity. Christine advises a variety of companies which have included an early phase private company specialized in neurorehabilitation, where she served as Chair of the Board. **See Full Bio.**

## External Reviews

Between 2020 and 2023, the RHRA was the subject of four external reviews and annual reviews by the independent Risk Officer.

Combined, these four reviews have included 146 recommended actions, which together with 61 recommended actions identified by the Risk Officer, equal 207 recommended actions.

The RHRA has made considerable progress in addressing these recommendations. As of March 31, 2024, the RHRA had either implemented or was implementing 92 per cent of all 207 recommendations. The RHRA is committed to addressing the remaining recommendations.

| Inspections | Total Recommendations / Actions | Fully Implemented / Complete | In Process / Partially Complete | Little or No Progress / Not Started | Joint*** | Will not be Implemented |
|---|---|---|---|---|---|---|
| Auditor General | 60* | 33 | 17 | 0 | 3 | 7 |
| SCOPA additional items | 6 | 1 | 5 | 0 | 0 | 0 |
| KPMG Operational Review | 42 | 39 | 1 | 2** | 0 | 0 |
| KPMG Governance Review | 38 | 27 | 7 | 0 | 2 | 2 |
| Risk Officer | 61 | 41 | 17 | 2 | 0 | 1 |
| **Total** | **207** | **141** | **47** | **4** | **5** | **10** |
| **%** | **100%** | **68%** | **23%** | **2%** | **2%** | **5%** |

**Recommendations directed to the Ministry are included for Auditor General in this update.*

***There are two recommendations directed to the Ministry.*

****Joint recommendations refer to recommendations directed to the RHRA and the MSAA.*

## Independent Risk Officer

Another important channel for oversight is the role of the **Risk Officer (RO)**. This statutory role reports to the Board and exercises an independent role requiring independent decision-making. Appointed by the Board and approved by the Minister, the RO is responsible for reviewing, monitoring and assessing the effectiveness of the RHRA's administration of the Act and regulations. This includes the RHRA's activities that relate to helping ensure that licensees meet the care and safety standards in the Act and respect the rights of residents.

In June 2023, then RO Nav Sandhawalia resigned from the role effective September 30, 2023. Following an extensive recruitment process, Kevin McCarthy, who has significant experience in the regulatory environment, was appointed RO in January 2024. Since his appointment he has begun work on his inaugural report which will be published in Fiscal Year 2024/2025.

## Independent complaints review mechanism

Appointed by and reporting to the Board, the independent, statutory **Complaints Review Officer (CRO)**, Ms. Elyse Sunshine is responsible for reviewing matters where a complainant is not satisfied by the Registrar's conclusion to take no further action relating to a complaint.

In Fiscal Year 2023/24, Ms. Sunshine rendered decisions on seven matters, up from four the previous year. Of the decisions rendered by the CRO, 71 per cent found the Registrar's or Deputy Registrar's dispositions reasonable and 29 per cent were referred to the Registrar for fresh information or with a recommendation to further review the matter.

All requests for review by the CRO were made by residents or their families. The CRO reviewed an average of four concerns per complaint. Complainants requested a review relating to care that was not provided or not provided properly, record-keeping, COVID-19 protocols, charges to residents, plans of care, and assessments.

In Fiscal Year 2023/24, the CRO developed **new processes and policies** that are available on the RHRA's website.

| Complaints Review Officer | FY 2023/24 | FY 2022/23 | FY 2021/22 |
|---|---|---|---|
| Referrals | 8 | 9 | 4 |
| Decisions rendered | 7 | 4 | 6 |

## Complaints about RHRA Staff Conduct, Policies and Procedures

The RHRA has an Administrative Complaints Policy for complaints/concerns about the conduct of its staff, policies and procedures, and/or the application of its policies and procedures. Complaints or concerns related to the administration of the RHRA may be formally written or verbal. Both are acted on by the RHRA's staff to seek resolution. A complaint or concern related to findings during an inspection are not Administrative Complaints.

The principles that guide all decisions made under this **Administrative Complaints Policy** can be found online.

In Fiscal Year 2023/24, the RHRA engaged a third-party company to receive anonymous Administrative Complaints. Complainants may now submit Administrative Complaints anonymously to IntegrityCounts, a division of WhistleBlower Security Inc., by telephone and/or online.

In addition to the third-party service, Administrative Complaints and concerns may also be received confidentially and in writing, directly by management, staff members or client services representatives. The Director, Human Resources reviews all submissions and determines the impact or action required based on the RHRA policies and processes. The Board is advised of substantive concerns.

While retirement home licensees, operators, retirement home staff and members of the public have access to these formal mechanisms for the submission of an Administrative Complaint, the RHRA encourages all potential complainants to contact the RHRA to discuss concerns first.

As of March 31, 2024, two formal complaints were received. Each was satisfactorily resolved within six weeks. Both complaints involved inspector conduct and concern with activity related to the inspections process. Successful remediation involved inspector coaching and operator education.

The RHRA posts its Administrative Complaints Policy and other corporate policies, including the Code of Ethics, on its website, **RHRA.ca**.

# Operational Overview and Themes

## Responding to an evolving sector and increased risk

For the third consecutive year, the RHRA saw significant increases in regulatory activity along with an increased number of issues requiring regulatory response.

The RHRA continued to focus on the efficient use of its regulatory resources to respond to a significant increase in formal complaints (141 in total), reports of harm/risk of harm to residents (1,631 in total) and responsive inspections (651 in total).

The number of responsive inspections increased significantly and there continued to be more conditions placed on new licenses. These are detailed further in this report.

**Formal Complaints**

UP 66%

**Reports of Harm/ Risk of Harm**

UP 14%

**Responsive Inspections**

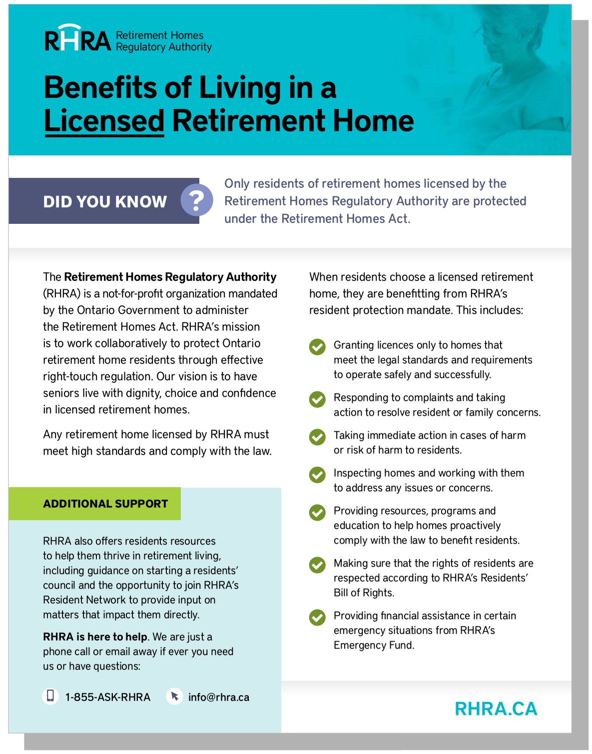
UP 31%

Moving forward, the RHRA continues to explore ways to proactively reduce harm through our evidence-based risk model. The RHRA will continue to work with the sector to create a strong culture of care through proactive compliance and a right-touch approach to regulation.

## Strengthened partnerships and increased stakeholder awareness

The RHRA continued to strengthen partnerships with retirement home operators and others who work with and/or support seniors in the health ecosystem. This included leveraging these partnerships to reach prospective and current residents of licensed retirement homes and their families.

> In Fiscal Year 2023/24, the RHRA distributed over **7,000 information packages** to help seniors make informed decisions about choosing a licensed retirement home, understanding their rights and knowing where to turn if they encounter issues. As a result, more stakeholders know about our mandate, are reaching out to us and using our resources.




## Sustained increase in requests for services

Client Services is frequently the first point of contact for inquiries and complaints from licensees, residents, health care workers and the public.

In Fiscal Year 2023/24, the RHRA experienced an overall combined increase in the number of inquiries, formal complaints, reports of harm/risk of harm, and cases handled through early intervention.

The RHRA saw a steady volume in people contacting about a range of topics. While the overall volume on inquiries/contacts was down three per cent year over year, when you remove the reporting of outbreak/COVID-19 related contacts, the increase in total inquiries is higher year-over-year.

> *Compared to pre-pandemic Fiscal Year 2019/20, the RHRA has seen a* ***76 per cent increase*** *in* ***intake*** *activity.*

| Issue | FY 2023/24 | FY 2022/23 | FY 2021/22 | FY 2020/21 | FY 2019/20 |
|---|---|---|---|---|---|
| Reports of harm or risk of harm | 1,631 | 1,433 | 1,055 | 1,119 | 957 |
| Complaints and concerns about a retirement home | 1,342 | 1,560 | 2,355 | 3,766 | 1,127 |
| Notices of outbreak | 1,510 | 1,930 | 595 | 790 | 0* |
| Licence administration | 793 | 920 | 823 | 704 | 1,159 |
| General questions about the Act/Regulations, RHRA, or retirement homes | 2,002 | 1,654 | 1,699 | 1,618 | 1,127 |
| **Number of contacts with RHRA** | **7,278** | **7,497** | **6,527** | **7,783** | **4,127** |

**The requirement to notify the RHRA about outbreaks came into effect in April 2020. In July 2023, the RHRA and MSAA removed the requirement for retirement homes to submit information about current COVID-19 outbreaks daily. Instead, only a one-time submission was required at the end of the outbreak. This process was also digitized with a link to an online form for convenience.*

The RHRA is committed to providing French language services and over the past fiscal year of the 7,278 inquiries received by Intake, 23 requested French language services (< one per cent of inquiries).

## Responding to increased reports of harm/risk of harm effectively

An important element of the RHRA's resident protection mandate is to respond to reports of harm and/or risk of harm. The RHRA treats these reports with urgency as they involve potentially serious threats to the well-being and dignity of residents.

> In Fiscal Year 2023/24, the RHRA received **1,631 reports**, which represents a 14 per cent year-over-year increase compared to the previous fiscal year of 1,433 reports.

> *In comparison to pre-pandemic levels (Fiscal Year 2019/20), this* ***(reports of harm/risk of harm)*** *represents an increase of* ***71 per cent****.*

Most commonly, reports of harm/risk of harm relate to concerns of physical abuse. Of those reports, the aggressor is most frequently another resident. This demonstrates a retirement home population that continues to evolve with more complex care and associated responsive behaviours. The other most common concerns that result in responsive inspections include improper or incompetent treatment or care (specifically about plans of care and/or assessments) and neglect (specifically not receiving care services).

A total of 73 per cent of reports of harm/risk of harm reported to the RHRA last year were from retirement homes, which is slightly higher than the previous year at 65 per cent. Of these reports of harm/risk of harm, 43 per cent had findings of non-compliance.

These reports range from requiring immediate onsite inspection to less serious allegations that can be resolved through remote inquiries and/or document reviews rather than an onsite inspection. The RHRA uses onsite inspections where there is the greatest risk of harm.

In Fiscal Year 2023/24, these reports resulted in 651 onsite inspections of retirement homes, with the balance addressed by remote inquiry. This represents an increase of 28 per cent in the number of inspections resulting from reports of harm/risk of harm year-over-year. The RHRA has prioritized these responsive inspections while ensuring the regulator still proactively inspects every licensed retirement home at a minimum of once every three years.

> Even with this increased need for regulatory interventions, the RHRA is meeting target timelines for reports of harm escalated for inspections. At the same time, the RHRA has still completed **13 per cent more routine inspections** year-over-year.

By prioritizing concerns of harm, it has taken longer to address inquiries or concerns that were associated with lower risks of harm. Moving forward, the RHRA is continuing to look at process enhancements and staffing levels to ensure that it can continue to maintain reasonable service standards in the context of increased volumes for regulatory interventions.

The RHRA continues to assess the contributing factors to the overall increase in reports of harm/risk of harm. While this remains work in progress, some expected reasons include:

- Increased awareness of the RHRA's mandate to regulate the retirement home sector.
- More complex care needs among certain retirement home residents.
- Continuing difficulties among homes in recruiting, training and retaining staff.

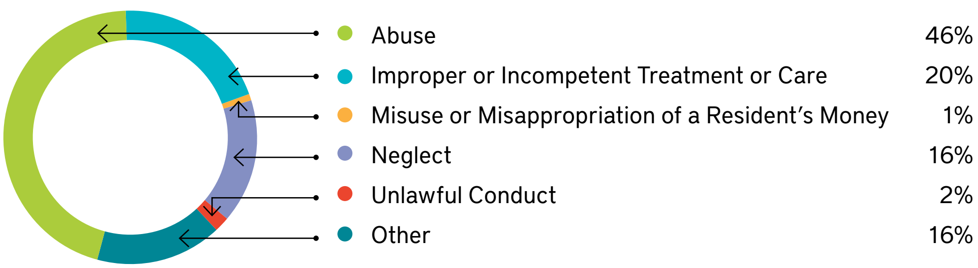
The chart below breaks down the issues or concerns reported to the RHRA through reports of harm/risk of harm in Fiscal Year 2023/24. Multiple issues are often submitted at once, and on average, 1.3 concerns are reported per Mandatory Report. The category marked 'other' includes concerns relating to building or maintenance issues, activities, food, which may not meet the report of harm/risk of harm threshold to necessitate an immediate inspection. However, they often require an onsite presence from the RHRA to make observations on the ground.

There were 2,068 concerns recorded within 1,631 reports of harm or risk of harm closed in Fiscal Year 2023/24 (an average of 1.3 concerns per report of harm/risk of harm).

| Reports of Harm/Risk of Harm: Allegation Type | FY 2023/24 | FY 2022/23 | FY 2021/22 |
|---|---|---|---|
| Abuse | 945 | 744 | 576 |
| Improper or Incompetent Treatment or Care | 405 | 325 | 290 |
| Misuse or Misappropriation of a Resident's Money | 22 | 22 | 12 |
| Neglect | 322 | 117 | 81 |
| Unlawful Conduct | 36 | 22 | 11 |
| Other | 338 | 203 | 85 |
| **Total** | **2,068** | **1,433*** | **1,055*** |

** Data from past fiscal years show one concern per report of harm. In Fiscal Year 2023/24, the RHRA upgraded its data systems, which enabled tracking of a broader range of concerns.*

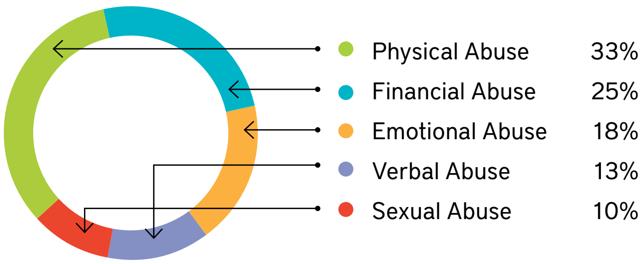
**Reports of Harm/ Risk of Harm: Allegation Type** 2023/24



The chart below breaks down the specific type of alleged abuse along with the number of reports received.

| Type of Alleged Abuse | FY 2023/24 | FY 2022/23 | FY 2021/22 |
|---|---|---|---|
| Physical Abuse | 313 | 314 | 211 |
| Financial Abuse | 240 | 207 | 150 |
| Emotional Abuse | 172 | 76 | 94 |
| Verbal Abuse | 126 | 75 | 67 |
| Sexual Abuse | 94 | 72 | 54 |
| **Total** | **945** | **744** | **576** |

**Type of Alleged Abuse** 2023/24




## Responding to resident concerns

Responding to reports of harm/risk of harm is a critical component to addressing concerns related to resident well-being, and acting diligently in these cases is an important factor in the oversight of retirement homes for the protection of residents.

When it comes to complaints, they are generally becoming more complex, and one complaint may contain multiple issues/requests (average 2.8 concerns per complaint).

Over the past year, to provide more information about the details of the complaints process, the RHRA developed a reference document shared with all complainants at the start of the process to explain ways in which a complaint may be addressed and potential outcomes.

> *Most frequently, complaints are made by family members of residents, followed by residents themselves.*

Also in Fiscal Year 2023/24, the RHRA convened focus groups with residents, their family members and seniors' advocates, to test new online complaints and reporting mandatory reports of harm/risk of harm forms. These new, easier online forms will be launched in Fiscal Year 2024/25, increasing efficiency and choice of method for residents, families, licensees and other complainants to bring their concerns to the regulator.

## Increased demands for responding to complaints and facilitating resolution

The RHRA looks into every complaint it receives, engaging with the complainant and ensuring they are informed throughout the complaint-handling process.

In Fiscal 2023/24, the RHRA saw a significant increase in formal complaints over the previous year. The RHRA received a total of 141 new complaints, a 66 per cent increase year-over-year.

> Despite an increase in volume and with targeted efforts to improve timelines, the RHRA closed complaints **43 per cent** faster than the previous fiscal year.

> *Accessibility for Ontarians with Disabilities Act, 2005 (AODA) support: This past year, the RHRA received 10 requests for assistance to complete complaint forms (computer/internet access, difficulty writing or seeing).*

The RHRA's underlying objective is to help resolve complaints fairly, thoroughly, and within a reasonable time, depending on the complexity of each matter. The RHRA has three options to address concerns from residents and their families when they arise.

The RHRA recognizes that complainants want their concerns addressed quickly. Recognizing this need, the RHRA introduced its early intervention program in early 2020 so it could help residents, families and licensees resolve concerns efficiently. This program, where possible and appropriate, helps to avoid the more time-consuming processes associated with formal complaints for the benefit of all parties involved.

Concerns addressed through early intervention do not result in formal Registrar decisions but can produce faster and more creative outcomes not available through the formal complaints process such as apologies, refunds, and/or process changes at the retirement home.

In Fiscal Year 2023/24, early interventions increased by 23 per cent. On average, concerns handled through early intervention were resolved within 13 business days, whereas formal complaints were resolved within 88 business days on average. This work continues to reduce the number of formal written complaints received and the additional administrative work that goes along with them, while achieving satisfactory resolutions.

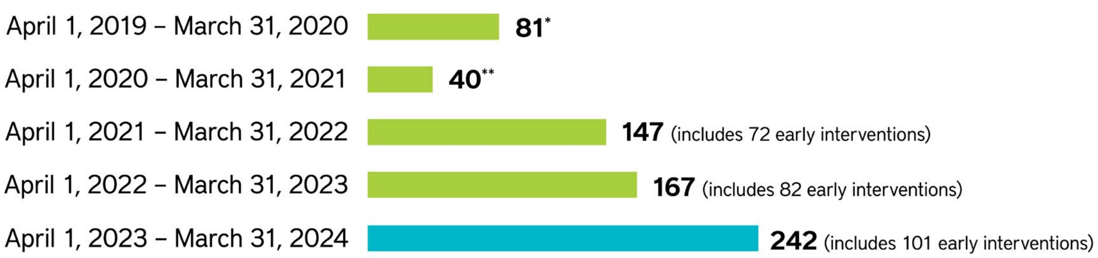
Early resolution is where a formal complaint has already been received, but the RHRA works with the complainant and the retirement home to get an agreed upon outcome in an efficient and time effective manner.

Early interventions or resolutions are a valuable approach for the RHRA to address complainant concerns in an efficient manner for all parties involved. This enables the regulator to strategically focus its resources to address concerns that are more significant in nature through its formal complaint process.

| | Total Early Resolutions | Total Early Interventions |
|---|---|---|
| FY 2023/24 | 13 | 101 |
| FY 2022/23 | 10 | 82 |
| FY 2021/22 | 10 | 72 |

## Number of complaints

per fiscal year




* RHRA started its early intervention program in early 2020.
** Numbers for this year were lower due to RHRA's focus on pandemic-related response.

This past year, the RHRA received **more complaints with serious concerns and outcomes** which resulted in enforcement action.

More serious complaints represented **56 per cent** of all complaints received which **required an inspection**.

**41 per cent** of concerns dealt with by inspection related to **improper or incompetent care, or abuse or neglect of a resident** – two of the most complex types of complaints reported to the RHRA requiring extensive investigation.

## Complaints trends

The RHRA has continued to see the following trends over the past year:

- More complex care needs. For example, the RHRA has received concerns about retirement home operators refusing residents return to home from hospital because they cannot offer the care required.
- Ongoing staffing challenges (recruiting/retaining).
- Cost of living increases, cost of rent/care services, which is not part of the RHRA's mandate.

| Complaints | FY 2023/24 | FY 2022/23 | FY 2021/22 |
|---|---|---|---|
| Received during period | 242* | 167** | 147*** |
| Closed during period | 225* | 175** | 136*** |
| Open at end of period | 58 | 41 | 49 |

**Includes 101 early interventions*
***Includes 82 early interventions*
****Includes 72 early interventions*

## Complaints Process and Standards

| Action Type | Details | Standards | % of closed complaints that met the standard |
|---|---|---|---|
| Early Resolution | 1 Complaints received and acknowledged<br>2 Home notified of complaint and request for information sent to home<br>3 Debrief with complainant<br>4 Registrar decision | 50 days | 100% |
| Inquiry | 1 Complaints received and acknowledged<br>2 Home notified of complaint and request for information sent to home<br>3 Debrief with complainant<br>4 Registrar decision | 70 days | 59%* |
| Inspection | 1 Complaints received and acknowledged<br>2 Home notified of complaint and request for information sent to home<br>3 Final inspection report<br>4 Debrief with complainant<br>5 Registrar decision | 120 days | 52%* |

**Service standards were not met due to significantly increased volume of regulatory activity coupled with available resources.*

More information on the RHRA's complaint handling process and how to submit a complaint is available on **RHRA.ca**.

## Evolving nature of some applicants is increasing complexity of regulatory oversight

Licences are required for those facilities that meet the definition of a retirement home under the Act.

As the population continues to age, retirement homes continue to be an attractive sector in which to invest. That is reflected by the increase of applicants that have no experience in the retirement home sector and the necessity to issue licences with conditions. This also requires a heightened level of scrutiny by the RHRA's staff.

The sector is projected to keep growing to meet an increased need for housing for seniors. The RHRA will continue to be rigorous and thorough in its licensing processes to help ensure residents are protected and can live safely and with dignity in the retirement home of their choice.

In Fiscal Year 2023/24, out of the 37 new licences issued, 14 of the applicants had no previous retirement home operation experience and/or were not existing licensees and a total of 15 licences were issued with conditions to retain an experience manager or take other necessary actions to account for the lack of operational experience.

The RHRA also took on a significant volume of work to respond to changes in a licensee's corporate structure.

Overall, there was a decrease in the total number of licences issued compared to the previous year with a relatively even distribution between new operations and licence acquisitions. Furthermore, slightly more of the new licences were issued to multi-home operators (22) versus independent operators (15) with a combination of new builds and acquisitions being relatively even.

The RHRA also made some internal improvements by transferring some of the work involved in conducting interviews, background checks and compliance reviews when issuing conditions from the legal and enforcement team to licensing. Not only did this allow for a singular contact for applicants but it expedited the process by eliminating a transfer of work.

| Licence Applications | FY 2023/24 | FY 2022/23 | FY 2021/22 |
|---|---|---|---|
| New (Build/Operations) | 18 | 13 | 16 |
| Transfer of ownership | 19 | 29 | 36 |
| Operating without a licence | 0 | 2 | 0 |
| **Total** | **37** | **44** | **52** |

| Licensed Homes | As of March 31, 2024 | | As of March 31, 2023 | | As of March 31, 2022 | |
|---|---|---|---|---|---|---|
| | Homes | Suites | Homes | Suites | Homes | Suites |
| Issued | 736 | 69,416 | 746 | 68,427 | 755 | 68,348 |
| Issued with conditions | 40 | 2,102 | 30 | 1,501 | 23 | 906 |
| **Total** | **776** | **71,518** | **776** | **69,928** | **778** | **69,253** |

*Note: Suites are a measure of capacity, not actual residents*

Note that issued licences and suites represent the net change among any licences added and surrendered during the year.

## Surrenders

In Fiscal Year 2023/24, the RHRA saw the number of surrenders remain at 16 (650 total suites) although there was a net increase in overall suite growth.

The most common reasons licensees cited ceasing operations were financial difficulties (mortgage costs, staffing, food, pandemic-related expenses). This accounts for 75 per cent of the surrenders in the current fiscal year. Property re-developments also accounted for 13 per cent of the surrenders this past year.

A total of 76 per cent of retirement homes that have surrendered since 2012 are not part of a corporate multi-home operator and 56 per cent that surrendered last year were not part of a corporate multi-home operator. Most suites impacted by surrenders were in Mississauga, Toronto and Ottawa.

## Taking Action on Unlicensed Retirement Homes

Last year, the RHRA received 29 tips and conducted 15 inspections of settings suspected of operating without a licence, resulting in one order to apply for licence or cease operating.

It is important for seniors thinking about moving to a retirement home to be aware of the benefits of choosing a licensed facility. When residents choose a licensed retirement home, they know that licences are only granted to those who meet the legal standards and requirements to operate safely and successfully. They know that the RHRA will respond to complaints and take action to resolve concerns. They know that the RHRA will take immediate action in cases of harm or risk of harm to residents. They know that they have rights according to the RHRA's Residents Bill of Rights and they know that there is financial assistance in certain situations available through the Emergency Fund.

| | FY 2023/24 | FY 2022/23 | FY 2021/22 |
|---|---|---|---|
| Tips about potential unlicensed retirement homes | 29 | 40 | 30 |

## Working with community agencies and licensees to strengthen resident protection and support a culture of care

### Expanding partnerships to support residents in crisis situations

While Partnerships and Engagement oversees processes in emergency and crisis situations, the team also engages proactively with partners across the province to establish a network that has shared oversight or interest in supporting licensed retirement homes – such as local public health units, home and community care support services and municipal/regional agencies. An integral part of this proactive process is developing new engagements, which is defined as engagements with contacts or organizations who the RHRA has not previously engaged with.

> The RHRA saw a **44 per cent** increase in new engagements when compared to last year, broadening the number of community partners who are familiar with the RHRA and our mandate. This supports opportunities for unlicensed home tips, being notified of concerns in retirement homes and having more established relationships to draw on in situations of crisis or emergency.

Partnerships and Engagement also plays a critical role in the RHRA's response in specific retirement home crisis or emergency situations to ensure appropriate and timely regulatory action and an effective community response is taken for the welfare of residents. This includes facilitating processes for available emergency funding where applicable.

## Emergency Fund

The Emergency Fund (The Fund) is a fund held in trust by the RHRA for the benefit of residents and former residents of retirement homes as required by the Act. Since its inception, 106 residents and former residents of retirement homes received payments.

The Fund balance has increased because all administrative monetary penalties collected by the RHRA are required to be placed into the Fund with interest income earned on the balance. It is a legislatively restricted reserve reported in the RHRA net assets section in the RHRA Statement of Financial Position and cannot be used for operations under any circumstances, but its growth is recognized as an income for the organization. It is managed by the RHRA and is payable to individuals who may have been affected by emergency circumstances in a retirement home, such as a fire or an abrupt closure.

The RHRA is committed to meeting its requirements for the Fund with the provisions for eligible claims and payments. The RHRA Emergency Fund $777,860 balance has achieved substantial growth (13 per cent) over the past year. No payments were required from the Fund in Fiscal Year 2023/24.

| Emergency Fund | FY 2023/24 | FY 2022/23 | FY 2021/22 |
|---|---|---|---|
| Number of Registrar Payments | 0 | 0 | 2 |
| Total value | $0 | $0 | $1,825 |
| **Fund balance at end of period (March 31st)** | **$777,860** | **$686,113** | **$619,284** |

*All Administrative Penalties received are required by legislation to be allocated to the Emergency Fund.*

## Example of Crisis Management in Action

### Helping Residents Living in a Kingston Area Home Set to Close

In 2023, the RHRA became aware of a situation at a retirement home north of Kingston where the licensee was in financial trouble and had notified the 10 residents who were living there that the home was closing and that they would be required to find alternative accommodation within a few days. The RHRA intervened to ensure the licensee was aware of the requirements for a transition plan and providing adequate notification to residents prior to surrendering the licence. The RHRA was also concerned about a lack of staffing due to non-payment of wages.

The RHRA issued a Compliance Order in Extraordinary Circumstances requiring the licensee to take immediate action to ensure appropriate staffing levels in the home were maintained and that staff were appropriately trained. The manager of the home advised that she resigned due to lack of payment, and the operator and their spouse were the only staff at the home. There were three residents in the home and one resident remained leading into the December 2023 holidays.

On December 24, 2023, the remaining resident went to their son's home for the day and was then informed that they could not return to the home as the licensee was going to spend time with family over Christmas. The resident had to be taken to hospital to receive care and was subsequently admitted. The resident has since moved to a long-term care (LTC) facility and the licence was surrendered as of January 11, 2024, as no residents remained in the home.

Throughout the situation, which spanned several months, Partnerships and Engagement worked closely with various community partners to ensure that residents had the support, care and oversight required to mitigate potential harms and work towards a safe solution. This included working through the holiday period with other RHRA functions to provide support to the displaced resident and their family.

## Enhancing efforts to support homes

The RHRA recognizes that, where appropriate, homes are afforded the opportunity to collaborate with the regulator to address non-compliance outside of regulatory enforcement mechanisms.

The Compliance Support Program is a voluntary program that provides targeted education directly to retirement homes and to corporate offices of multi-operator retirement homes to improve their compliance with the Act and Regulations. In a more general sense, Partnerships and Engagement works with subject matter experts and stakeholders to produce educational tools to help the sector achieve compliance while reducing resident harms.

In Fiscal Year 2023/24, the RHRA saw a slight increase in the percentage of citations (76 per cent) closed at follow up inspections when compared to the previous year (75 per cent) as a result of this program. Furthermore, a total of 37 retirement homes were "closed out" of Compliance Support (out of 56 homes participating) with a total of 313 citations addressed and 237 citations closed at a follow up inspection.

In Fiscal Year 2023/24, the RHRA introduced repeat citations as a referral source to identify homes with non-compliance commonalities across multiple inspections. Repeated non-compliance suggests a need for education and support, and bringing these homes into Compliance Support can be the catalyst to break the non-compliance trend.

## Small Homes Outreach

Small Homes Outreach is an annual initiative where Partnerships and Engagement spends time connecting with small homes (< 25 suites) to provide education on sector trends, infectious disease considerations and education on any other items of importance. In many cases, small retirement homes have a leaner management team with managers often wearing multiple hats. The Small Homes Outreach initiative provides additional support to these homes, establishing the RHRA as a support system with a goal of reducing resident harms through increased compliance and education.

The initiative was completed in September-October 2023 and is typically scheduled to precede seasonal changes in infectious disease spread and outbreaks.

Over the past year Partnerships and Engagement connected with 80 homes to discuss Infection Prevention and Control and Epidemic/Pandemic testing. As a result of the initiative, one home self-referred into the Compliance Support Program, requesting further education and guidance with Epidemic/Pandemic and emergency plan testing in general.

*Partnerships and Engagement has the capacity to provide the Compliance Support Program in French by utilizing support from other functions. In the past, the program has been provided in French by collaborating with our bilingual inspectors.*

## Increased assessments of compliance

Whenever an inspection uncovers serious concerns, the RHRA uses all available regulatory tools, including enforcement powers, to respond. For other lower risk concerns, the RHRA believes the best approach to protect residents is to help the retirement home come into compliance with the Act.

## Inspections

In general, there are two types of inspections conducted by the RHRA: proactive and reactive. Proactive inspections are used to verify compliance using a risk-based approach where no allegations have been received by the RHRA and are conducted at least once every three years. Our risk-based approach leverages our data and analytics to determine the frequency of our follow-up inspection schedule, with a greater focus on higher risk homes.

Responsive inspections, such as those triggered by reports of harm or complaints are conducted when the RHRA receives information that there has been a contravention of the Act. This would also include instances when the RHRA is made aware of a facility potentially operating as an unlicensed retirement home.

> In Fiscal Year 2023/24, the RHRA conducted a total of **1,354** inspections within 655 facilities, which included 15 inspections of potential unlicensed retirement homes. This represents a 14 per cent increase year over year. Of the total inspections conducted in Fiscal Year 2023/24, 57 per cent resulted in findings of non-compliance with the Act and regulations. Six per cent included findings identified as critical to resident health, safety, or wellbeing, and were escalated for enforcement consideration.

The RHRA conducted 612 proactive inspections of homes this past fiscal year, which represents a 13 per cent increase over the previous year. This is in part due to the RHRA's assessment of risk of homes, with an increased number of homes requiring proactive inspections this year.

| Inspections | FY 2023/24 | FY 2022/23 | FY 2021/22 |
|---|---|---|---|
| Routine | 612 | 541 | 812* |
| Mandatory report inspection (s. 75) | 651 | 507 | 447 |
| Complaint inspection (s. 84) | 59 | 36 | 39 |
| Compliance inspection (s. 77(1)) | 16 | 91 | 73 |
| Report to Registrar (s. 77(2)) | 15 | 14 | 31 |
| Licensing inspection (s. 37) | 1 | 2 | 3 |
| **Total** | **1,354** | **1,191** | **1,405** |

**The RHRA was able to successfully eliminate a significant backlog caused by the pandemic in Fiscal Year 2021/22.*

## Inquiries

As noted earlier, the RHRA received more reports of harm/risk of harm year over year. The Act provides the RHRA an opportunity to conduct a risk assessment of each report of harm/risk of harm to determine whether it would be appropriate to conduct an inspection or undertake remote inquiries to determine compliance.

Remote inquiries enable the RHRA to use resources most efficiently without impairing its ability to address risk of harm to residents. As a result, the RHRA closed Reports of Harm by referring 703 to inspections and closed 928 by inquiry.

| | Reports of Harm or Risk of Harm | Referred for inspection | Closed by inquiry |
|---|---|---|---|
| FY 2023/24 | 1,631 | 703 | 928 |
| FY 2022/23 | 1,433 | 576 | 857 |
| FY 2021/22 | 1,055 | 449 | 606 |

*The IT system also allows inspection reports to be generated more easily and accurately in French and lays the groundwork for future improvements to tracking and posting of French-language inspection reports publicly. This complements the work that the RHRA's bilingual inspectors do at the province's 18 licenced retirement homes identified as Francophone.*

# Regulatory Intervention Where it is Most Needed

## Need for effective enforcement intervention is evident

The RHRA has the authority to conduct investigations at licensed or unlicensed retirement homes as part of its powers under the Act. Investigations most often involve the execution of a search warrant and are used in circumstances where a prosecution in Provincial Offences Court may be pursued. In Fiscal Year 2023/24, the RHRA initiated **four investigations** into potential offences under the Act.

In other certain cases, the RHRA also issued administrative monetary penalties, totaling $69,000, which represents a 62 per cent increase year over year.

> The RHRA also issued **70 Enforcement Orders** or decisions, including 27 Compliance Orders and three Management Orders related to matters such as plans of care, staff training, behaviour management and abuse in neglect.

## Compliance and Management Orders

A Compliance Order is an order requiring licensees to stop or start doing something so that they can comply with the Act and regulations. The goal is to prevent the issue from happening again.

A Management Order is an order requiring the licensee to hire one or more managers to help run some or all the operations in a retirement home. These orders are issued when a licensee is not complying or needs external help to properly manage the retirement home. The RHRA can apply effective **right-touch regulation** where appropriate by tailoring Compliance and Management Orders to address the concerns at hand.

***Example:*** The Deputy Registrar issued a Compliance Order to a licensee that had been cited for failing to implement behaviour management strategies for a resident who, due to cognitive issues, expressed aggression towards others in the home. The Deputy Registrar required the licensee to retain a third party to provide education in techniques for recognizing and dealing with responsive behaviours.

***Example:*** A licensee was non-compliant with its obligations to adequately train staff on medication administration despite multiple efforts to bring the licensee into compliance. The Deputy Registrar ordered the licensee to retain a manager, approved by the RHRA, to, among other things, ensure that all staff in the home received the requisite training on medication administration practices.

## Increased demand for enforcement action

The total number of enforcement actions taken by the RHRA rose by approximately 11 per cent from the previous year.

Cases resulting in enforcement actions are resource intensive. The increase in enforcement activity also generates Compliance Monitoring activity to ensure the orders are implemented appropriately.

## Enforcement Orders

| Type of Action | FY 2023/24 | FY 2022/23 | FY 2021/22 | FY 2020/21 | FY 2019/20 |
|---|---|---|---|---|---|
| Impose conditions upon licence (s. 39) | 16 | 14 | 12 | 12 | 21 |
| Refuse licence (s. 36) | 1 | 0 | 0 | 0 | 1 |
| Order to apply or cease to operate (s. 89) | 1 | 6 | 8 | 6 | 8 |
| Compliance order (s. 90) | 27 | 21 | 21 | 28 | 8 |
| Management order (s. 91) | 3 | 4 | 7 | 11 | 0 |
| Administrative monetary penalty (AMP - s. 93) | 21 | 18 | 20 | 14 | 5 |
| Order to revoke (s. 95) | 1 | 0 | 5 | 8 | 3 |
| **Total Orders/Decisions** | **70** | **63** | **73** | **79** | **46** |

# Compliance Monitoring

The Compliance Monitor's role is to follow up with licensees to whom the Registrar has issued an order or who have had conditions imposed on their licenses.

The Compliance Monitor helps licensees to connect and coordinate with managers or third-party consultants/educators where they are required to retain a manager or consultant/educator. They also review submissions from licensees and determine whether they have met the requirements of their orders or conditions.

For example, where a licensee has been ordered to retain a third-party educator approved by the RHRA to provide its staff with a course in medication administration, the Compliance Monitor will review the proposed educator and, if appropriate, approve them. The Compliance Monitor will then review the licensee's submission demonstrating that staff have completed the training and confirm that the requirement of the order has been met.

The implementation of this function has allowed the RHRA to issue orders and conditions that can more precisely target the sources of non-compliance and harm than it could prior to creating this function.

At the end of Fiscal Year 2023/24, 67 individual Orders/Conditions were being monitored compared to 47 at the end of the previous year.

**84 per cent of Compliance Monitoring cases are closed** with all requirements of the order/condition being met. The remaining 16 per cent are made up of homes that surrender their licence or have their licence revoked prior to requirements of an order or condition being fully met, or where the home has not complied with the requirements and has been referred for further enforcement.

## Compliance Monitoring in Action

Last year, the RHRA received information that a retirement home in Southwestern Ontario was struggling financially and that this was impacting staffing levels. Inspections and an investigation were conducted which confirmed the home had significant debt, including with key suppliers and staffing agencies. It was determined that the home did not have adequate qualified staff to provide the necessary care to residents at the time of inspection and there were regular gaps in staffing of shifts.

The Deputy Registrar issued a Management Order in Extraordinary Circumstance requiring the licensee to retain a manager identified by the RHRA to manage or assist in managing all or some of the operations in the home. The manager assisted with scheduling staff and helped to stabilize staffing in the home. However, the licensee stopped making payments to the appointed manager. As the licensee failed to demonstrate that it could competently and responsibly operate the home, the Deputy Registrar issued an Order to Revoke the licence. The RHRA Compliance Monitor monitored the home through regular interactions with management, and the Partnerships & Engagement team liaised with community partners to assist residents in transitioning to a new retirement home.

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In April 2023, the RHRA was successful in obtaining an injunction against a facility operating as an unlicensed retirement home in St. Jacobs. The order of the Superior Court of Justice required the facility to be vacated of residents within six months of the decision. The operator has appealed the decision to the Ontario Court of Appeal.

> *The Enforcement/Legal Department employs an Enforcement and Legal Operations Specialist who can communicate with licensees in French when required. Orders or other documents are translated and provided to licensees on request.*

# Measuring Performance

The RHRA implemented most commitments in the 2023/24 Business Plan (see **Appendix**). A few initiatives/activities were either deferred or a decision was made not to proceed given priorities, resources and other environmental developments. Many of the commitments were also integrated into the objectives and initiatives identified and implemented in Year One of the RHRA's Strategic Plan outlined below.

## Delivering on our Strategic Plan Year One Objectives

*Please note that not all initiatives in the Strategic Plan were implemented over the past year – some are scheduled for Year Two and Year Three*

**STRATEGIC OBJECTIVE #1**

### Advance an Evidence-Based Regulatory Approach

| | |
|---|---|
| Implement an Annual Information Return (AIR) submission program from licensees | The RHRA initiated its first ever Annual Information Return process in Fiscal Year 2023/24 to collect information from the sector that might inform some aspects of the right-touch regulation work being undertaken by the RHRA. This set the stage for an approach to gathering information from the sector on an annual basis to support regulatory oversight activity. Going forward this will become part of our annual operations and will be a way to interact with the sector in key areas where the RHRA needs sector data. |
| Develop an approach to right-touch regulation that fits with environments of varying risk and burden reduction to licensees | The RHRA continues to work on evolving its right-touch approach to executing our regulatory activities. In addition to the annual data collection noted above, the RHRA has been trying to access other available data for this work. The regulator also begun to collect information on the gaps that exist in other data through our routine inspections to help us decide how to best provide oversight of homes that aligns to the intensity of care services being offered in a home. This is a multi-year project and will result in a more nuanced approach to our regulatory execution. |
| Emphasize initiatives that promote a culture of care through compliance | In Fiscal Year 2023/24, there were 56 retirement homes that participated in the RHRA's voluntary Compliance Support Program. The RHRA produced an Abuse and Neglect Guidance Document, which serves as the foundational document in a larger Abuse and Neglect compliance education strategy. |
| Evolve risk framework to sustain focus on preventing and mitigating harms | In Fiscal Year 2023/24, the RHRA established a framework to identify potential under-reporters and factor this into our risk model with the goal of reducing harms. |

**STRATEGIC OBJECTIVE #2**

## Build Awareness of Resident Rights and the RHRA's Role

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| Deepen our understanding of sector and transparently communicate risk and regulatory trends | The RHRA has begun to use its data to look at areas of concern and opportunities for improvement for retirement homes. To do this it is developing an annual compliance report that can be shared with the sector. |
| Strengthen forums and processes for feedback with residents and their families to improve their awareness of the RHRA | The RHRA continues to engage with Residents' Councils where they exist in licensed retirement homes and continues to hold monthly meetings with its Resident Network. It has also partnered with many of the homes it regulates to distribute information to residents and raise awareness. |
| Rebuild/redesign website | The RHRA continues to refine its website to improve navigation and overall user experience. In Fiscal Year 2023/24, the RHRA remediated website documentation from 2021 to present, ensuring compliance with the *Accessibility for Ontarians with Disabilities Act, 2005*. The RHRA has also streamlined English and French webpages to facilitate a common user journey across both languages. Work will begin in Year Two to conduct a user needs analysis with the rebuild scheduled for Year Three. |
| Expand outreach to diverse communities | The RHRA has begun translating materials into the six most spoken languages in Ontario and pitched to various ethno-cultural media outlets. Materials were translated into French, Mandarin, Cantonese, Punjabi, Spanish and Italian. It has also begun outreach to diverse communities including the Senior Pride Network. |
| Inform prospective residents and their families of the value of choosing licensed retirement homes | The RHRA distributed over 7,000 information packages to current residents of licensed retirement homes and prospective residents and their families through various partnerships including MPPs, the Ontario Society of Senior Citizens Organizations, Canada Day events and other forums. The RHRA continues to seek out opportunities to partner with community and health care professionals who work with seniors and/or provide support when they are looking to transition to a licensed retirement home. |

**STRATEGIC OBJECTIVE #3**

## Engage, Collaborate and Foster Partnerships

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| Improve stakeholder engagement structure | As a collaborative regulator, the RHRA sought out opportunities to develop relationships with stakeholders and foster opportunities for future collaboration. In Fiscal Year 2023/24, the RHRA engaged with several health-related stakeholders to spread awareness of the RHRA and its mandate. Engagements included Provincial Geriatrics Leadership Ontario, the Ontario Personal Support Workers Association and the College of Optometrists, among others. These efforts will continue in Fiscal Year 2024/25. |

| | |
|---|---|
| Increase direct licensee engagement | The RHRA continued to provide opportunities for licensees from across Ontario and representing diverse types of business models to participate in informal and formal consultations, pilot projects and focus groups on a variety of topics:<br>• Changes to annual fees and the timing of annual fees<br>• The Annual Information Return (AIR) initiative<br>• The licensee portal pilot for new licenses and notices of change<br>• The new webforms for mandatory reports of harm/risk of harm<br>• The new webforms for complaints |
| Strengthen engagement with community partners | In Fiscal Year 2023/24, the RHRA conducted 27 presentations to strengthen engagement with community partners by helping them better understand the RHRA's role, mandate, and our collaborative approach. Some examples include presentations to the City of Hamilton, Woodstock Hospital, various Home and Community Care Support Services regions, the City of St. Catharine's Fire Department and Durham Region's IPAC Hub.<br><br>The RHRA also delivered five retirement home presentations and attended six events/ fairs/conferences in addition to hosting monthly Residents' Network meetings. |
| Proactively engage elected officials and other government administrators | The RHRA has continued to proactively reach out to MPPs to give them an overview of how regulation protects residents living in licensed retirement homes and to provide them with resources that they can use to help constituents. As of March 31, 2024, the RHRA has had approximately 40 meetings with MPPs and/or their constituency office staff. |
| Provide advice to address definition issues | In Fiscal Year 2023/24, the RHRA worked with MSAA and the Ministry of Health to apply exemptions in the *Retirement Homes Act, 2010*, to various programs funded by third-party organizations in retirement homes. This work has helped clarify the RHRA's oversight authority for such programs, including programs that provide subsidies for low-income residents or for residents who were previously hospital patients with an alternate level of care status.<br><br>The RHRA also provided information and advice to MSAA about facilities that do not meet the definition of retirement homes and provide housing and care for seniors. |
| Provide advice and collaborate with the Ministry for Seniors and Accessibility/Government on priority items related to consumer and resident protection or legislation | The RHRA provides ongoing advice to MSAA on opportunities to reduce burden from legislative and regulatory requirements, or from other activities.<br><br>The RHRA provided advice to the Ministry of Health on proposed regulations for the new Health and Supportive Care Providers Oversight Authority, with a focus on future collaboration between the two Authorities and unintended consequences of potential duplication of regulation.<br><br>In Fiscal Year 2023/24, two minor changes were made to the *Retirement Homes Act, 2010* and Regulation 166/11. |

STRATEGIC OBJECTIVE #4

## Enable Impact through Operational Excellence

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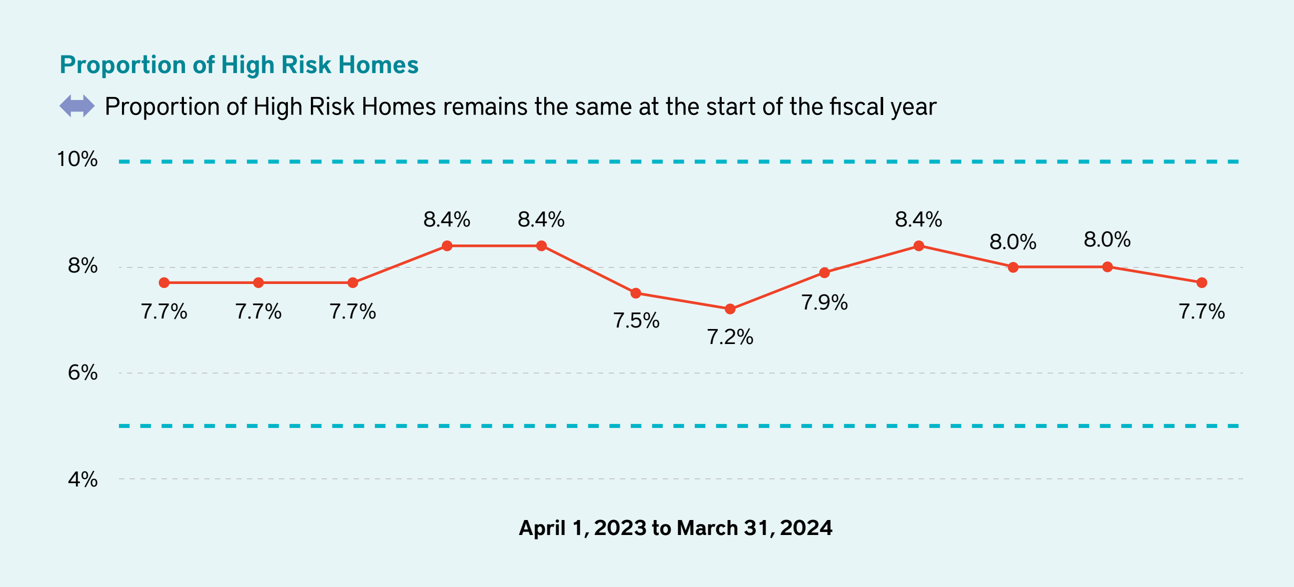
|---|---|
| Standardize internal review processes to routinely evaluate administrative burden reduction and efficiency opportunities | The RHRA continues to prioritize burden reduction if it does not impact resident protection. Legislative and operating efforts to reduce the administrative burden on licensees are highlighted in a separate section of this Annual Report. |
| Increase use of technology with licensees and stakeholders | The RHRA's new information technology system aims to support the RHRA's continued efficiency; reduce burden on licensees to make interactions with the RHRA easier for licensees, homes, residents/families, partner agencies, and the public; and to enhance transparency.<br><br>Part of these enhancements includes a self-service portal for licensees that acts as a one-stop shop for all information associated with the home, including the home's profile, application submissions, notices of changes and more. The goal is to make it easier and more efficient for applicants and licensees to manage their interactions with the RHRA and all information associated with their homes. The RHRA completed a successful pilot project with volunteer homes to collect feedback in advance of a broader rollout in the following year. |
| Continue implementation of Data Management Strategy and Privacy practices | The RHRA continued with the implementation of its Data Management Strategy with the goal to ensure the RHRA's practice with securing and preventing breach of confidentiality/privacy. This included several privacy impact assessments, digital security remediations among many other supporting tasks. |
| Improve transparency of resource requirements and allocation | The RHRA adopted a new process to support improvements in program cost reporting that will enhance transparency of our resource requirements and allocation.<br><br>The Fees Model Project for a rolling 3-year fee determination process is being developed and various options are being considered prior to consultations. |

## Delivering on the RHRA's Strategic Plan Performance Measures

In the previous year's Annual Report, the RHRA signalled that it was developing a new three-year Strategic Plan for Fiscal Years 2023/24 to 2025/26 and that in doing so there would be new performance measures to replace the previous ones that had been established prior to the pandemic. As these eight Strategic Plan performance measures are new, there are no comparisons to the previous year. However, these new performance measures continue to focus on public awareness, resident safety and compliance. Comparisons will be available in future annual reports, in alignment with years two and three of the Strategic Plan.

| Performance Measure | Additional Information | Target Structure | Outcomes |
|---|---|---|---|
| **Proportion of High-Risk Homes** (supports the objective to Advance an Evidenced-Based Regulatory Approach) | Uses the RHRA's risk-based regulatory model to target interventions in the high-risk portion of non-compliant homes operating in Ontario. | Proportion of homes in the high-risk category is maintained between five per cent and 10 per cent, the range is based on a rolling three-year trend. | 7.7 per cent of non-compliant homes are in the high-risk category at the end of the fiscal year. |



| Performance Measure | Additional Information | Target Structure | Outcomes |
|---|---|---|---|
| **Licensee Compliance Resources**<br>(supports the objective to Engage, Collaborate and Foster Partnerships) | Promotes compliance with legislative requirements by proactively identifying and producing education resources on priority topics. | Every year, the top five areas for risk of harm are identified and any new compliance resources needed are produced within 12 months. | In Fiscal Year 2023/24, the RHRA produced a guidance document for abuse and neglect. It serves as the foundational document in a broader abuse and neglect education strategy which will see the delivery of four education modules in Fiscal Year 2024/25.<br><br>To date, the RHRA has created three of five resources and is working on the remaining two.<br><br>Due to operational processes and the prioritization of resources, the RHRA did not have the capacity to create new compliance resources for Staff Training and Medications. |

**Top Areas of Non-Compliance associated with Harm**

*Educational Materials for Licensees*

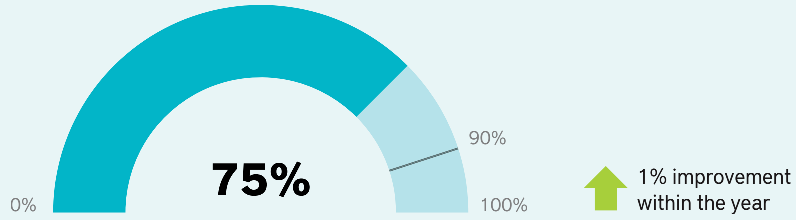
| Area of Non-Compliance Associated with Harm | Educational Materials |
|---|---|
| Abuse and Neglect | ✓ |
| Behaviour Management | ✓ |
| Resident Record, Assessment, Plan of Care | ✓ |
| Staff Training | |
| Medications | |

| Performance Measure | Additional Information | Target Structure | Outcomes |
|---|---|---|---|
| **Accountability, Trust and Collaboration**<br>(supports the objectives to Engage, Collaborate and Foster Partnerships as well as Enable Impact Through Operational Excellence) | Demonstrates the RHRA's commitment to continuously improving effectiveness based on stakeholder feedback. Measured at minimum once every three years through a multi-stakeholder survey. Results are rolled into a combined Accountability Index Score. Previous combined index score was 7.3 overall (industry stakeholders separately rated the RHRA at 7.8 while residents rated the RHRA at 6.8). | Conduct a multi-stakeholder survey at a minimum once every three years. Next survey to be conducted in Fiscal Year 2024/25.<br>Increase overall Accountability Index Score to 7.5 among stakeholder groups.<br>The survey asks questions of stakeholders and residents each to rate the RHRA on satisfaction with service, value delivered and value of oversight, transparency, and responsiveness, among other categories. Satisfaction is measured on 13 categories. | There are no results as the next multi-stakeholder survey will be conducted in the Fall of 2024. |
| **Public Awareness**<br>(supports the objective to Build Awareness of Residents' Rights and RHRA's Role) | Demonstrates the RHRA's commitment to raising awareness of the regulator's role, resources and value. Measured at minimum once every three years through a multi-stakeholder survey. In 2021, residents responded with an overall awareness rate of 29 per cent. | Ensure resident participation rate of a minimum of 500 responses. Increase resident awareness of the RHRA to 35 per cent by Fiscal Year 2025/26. | There are no results as the next multi-stakeholder survey will be conducted in the Fall of 2024. |

| Performance Measure | Additional Information | Target Structure | Outcomes |
|---|---|---|---|
| **Percentage of Service Standard Attainment**<br>(supports the objective to Enable Impact Through Operational Excellence) | Reflects the RHRA's commitment to delivering on its core mandate efficiently by measuring core regulatory processes against service standards (licence applications, inspections, reports of harm, and complaints). | The RHRA meets customer service standards for core regulatory processes 90 per cent of the time annually. | The RHRA fell below its target goal meeting 75 per cent of the customer service standards relating to four core regulatory areas, falling short in complaints, reports of harm and inspections.<br><br>The number of complaints and mandatory reports have increased by 66 per cent and 14 per cent, respectively. This also drove up the number of responsive inspections. Although the activity level is increasing, the turnaround time has decreased compared to last year and all reactive inspection timelines have been met. |

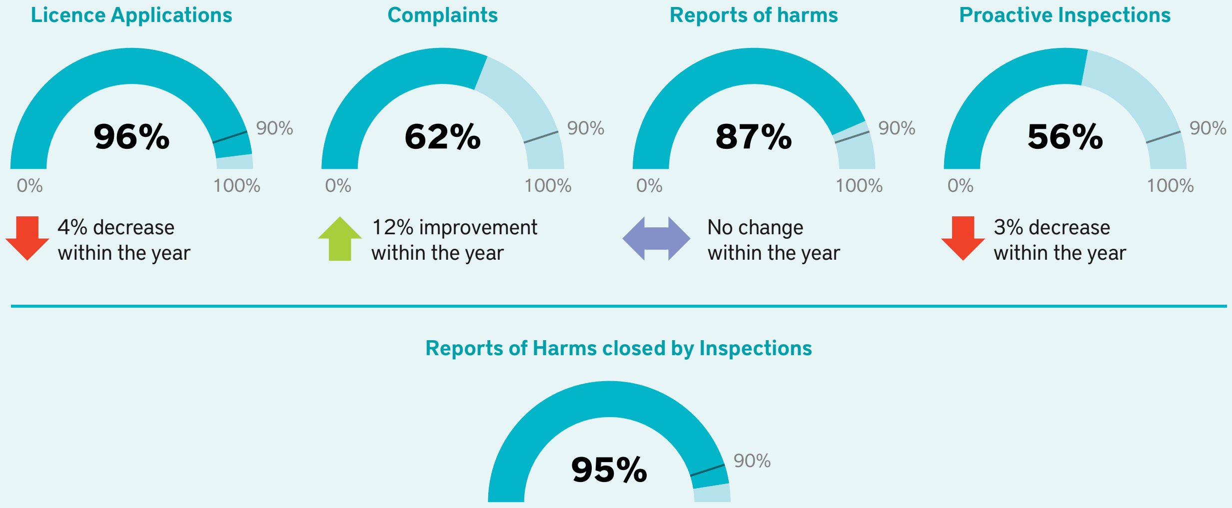
**Percentage of Service Standard Attainment**

Reflects RHRA's commitment to delivering on its core mandate efficiently by measuring core functions against service standards (licence applications, inspections, reports of harm, and complaints).



| Performance Measure | Additional Information | Target Structure | Outcomes |
|---|---|---|---|

Service Standard Attainment are equally weighted between Licence Applications, Complaints, Reports of Harms and Proactive Inspections




**Licence Applications:** The RHRA exceeded its service level standards which are eight weeks for standard application or two to four weeks for expedited applications.

**Complaints:** Formal complaints resolved by early resolution are measured by whether they are closed within 50 days, closed by inquiry within 70 days or closed by inspection within 120 days. Service standards were not met due to significantly increased volume of complaints coupled with available resources. Complaints work is reliant on other functions including inspections and enforcement which may also contribute to increase timelines.

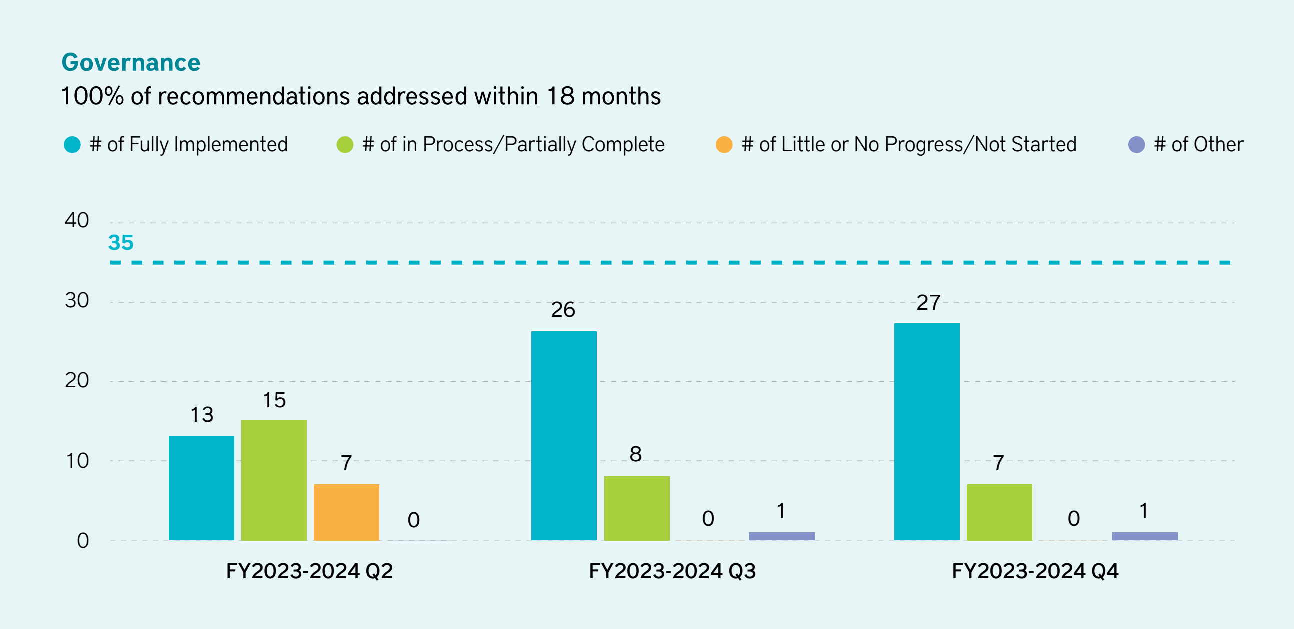
**Reports of Harm:** Reports of harm are dealt with by a responsive inspection or inquiry depending on their nature. Reports of harm that can be resolved by inquiry are measured by whether they are dealt within 10 days of receiving the report. Reports of harm referred to inspection must be completed with three days. Service standards were not met due to increased volume in reports of harm and other intake functions coupled with available resources.

Despite not meeting standards, the RHRA still saw an overall decrease in timelines for complaints and reports of harm compared to the previous fiscal year.

**Proactive inspections:** The service standard for proactive inspections is to conduct 90 per cent of these inspections within 30 days of our internal target date. Service standards were not met due to significant increases in responsive inspections, which are prioritized over proactive inspections. Responsive inspections often relate to circumstances of greater risk that can ultimately contribute to reducing the time before re-inspection which contributes to challenges in completing all proactive inspections within the defined frequency.

| Performance Measure | Additional Information | Target Structure | Outcomes |
|---|---|---|---|
| **Operational Effectiveness & Efficiency**<br>(supports the objective to Enable Impact Through Operational Excellence) | Reflects the RHRA's commitment to minimizing administrative expenses as a per cent of total expenses over a three-year period. The RHRA has updated its approach to allocating expenses and will establish an appropriate baseline in Fiscal Year 2023/24 to enable year-to-year comparison. | The RHRA to establish a baseline by March 31, 2024, for administrative expenses as a percentage of total expenses. Maintain administrative expenses at or below baseline percentage. The RHRA's recommendations for burden reduction submitted upon request. | The RHRA established a baseline of 21 per cent for administrative expenses as a percentage of total expenses and will maintain expenses at or below this baseline percentage.<br><br>At March 31, 2024, administrative expenses were 21 per cent of total expenses. |
| **Financial Sustainability**<br>(supports the objective to Enable Impact Through Operational Excellence) | Demonstrates the RHRA's commitment to prudent financial management while maintaining appropriate financial flexibility. | Operating expenses are within three per cent of budgeted operating expenses. Restricted reserves are within three to six months of budgeted operating expenses. | Target achieved: Actual operating expenses were within three per cent of budgeted operating expenses (four per cent under budget) and restricted reserve was within three to six months of budgeted operating expenses (six months). |

| Performance Measure | Additional Information | Target Structure | Outcomes |
|---|---|---|---|
| **Governance**<br>(supports the objective to Enable Impact Through Operational Excellence) | Demonstrates the RHRA's commitment to governance best practices and conducts independent governance reviews at minimum of every three years. The most recent review was completed in Q4 Fiscal Year 2022/23. | 100 per cent of recommendations are addressed within 18 months of the review date. Independent governance reviews conducted at a minimum every three years. | On track to address 100 per cent of recommendations by the end of Q2 Fiscal Year 2024/25; 80 per cent addressed to date. |



# Stakeholder Advisory Council

The Stakeholder Advisory Council (SAC) is established pursuant to section 19.1 of the *Retirement Homes Act, 2010*, and the Memorandum of Understanding (MOU) between the Minister for Seniors and Accessibility and the RHRA. The SAC is not a committee of the Board of Directors and members serve on a voluntary basis. Members are appointed for their relevant knowledge and experience in the retirement homes sector as residents, owners/operators, regulated health professionals and seniors' advocates. The purpose of the SAC is to provide advice to the RHRA on matters pertaining to its resident protection mandate.

## Stakeholder Advisory Council Annual Report

Dear Mr. Yuan:

On behalf of the Stakeholder Advisory Council (SAC), I am pleased to submit the Council's report on activities and advice to the Board for the Fiscal Year 2023/24.

The Council was pleased to provide advice, insights and feedback on a number of strategic initiatives, including but not limited to:

- The RHRA's 2023/24 to 2025/26 Strategic Plan;
- The RHRA's proposed fee increase and timing change for Fiscal Year 2024/25;
- The RHRA's proposed recommendations for burden reduction requiring legislative amendments;
- Aspects of the RHRA's new information technology system (e.g., webforms for complaints and reports of harm to ensure usability by diverse stakeholders);
- The Annual Information Return (AIR) process and questions;
- Progress on the RHRA's Right-Touch Regulation initiative;
- Approaches to raising public awareness about the value of regulation and identifying potential new partnerships;
- COVID-19 outbreak dashboard;
- Development of new RHRA education/awareness raising materials;
- Outreach to ethnocultural communications and multicultural media;
- The RHRA's Selection Committee for the Frank Kajfes Resident Champion Award, which included reviewing nominees and selecting an award recipient; and
- The SAC member recruitment process, and the recruitment of new members.

# SAC Advice to the RHRA and the RHRA's Board of Directors

## The RHRA's Strategic Plan 2023 to 2026

The SAC was pleased to continue engaging in dialogue and providing advice as the RHRA finalized and published its new Strategic Plan, building on previous advice provided by the Council. We were glad to see input from our diverse group of stakeholders, beyond the composition of SAC, incorporated into the final version. We are confident that the RHRA's Strategic Plan will set the organization up for success in service of its mandate and Ontario's seniors.

## RHRA's approach to licensee fees

The SAC discussed the implementation of the RHRA's new fees for Fiscal Year 2024/25. SAC members brought forward various perspectives for consideration based on the lenses through which they approach stakeholder engagement. SAC members recognized the pressures experienced by the RHRA to balance the financial resourcing needs to deliver its mandate, while at the same time trying to minimize the impact on licensees and the sector. As part of our consultation to the RHRA, SAC members advised the organization to ensure that the approach and roll-out reflects the value that regulation provides to residents in oversight and protection services.

## RHRA's recommendations on legislative amendments for burden reduction

As the RHRA pursues initiatives to reduce burden on the retirement home sector, SAC members offered their insights. In discussions with the RHRA, SAC members advised the organization to take into consideration how each proposed method to reduce sector burden may result in unintended pressures, particularly as licensees adjust to new ways of conducting their activities or engaging with the RHRA. We welcome the opportunity to continue providing advice to the RHRA in its service to residents and the sector.

## Annual Information Return

SAC was engaged throughout the development and launch of the RHRA's first Annual Information Return (AIR) initiative. SAC provided early advice on the RHRA's draft AIR questions, offering input to achieve better clarity for licensees and mitigate unintended consequences or burden. As a committee, SAC provided a formal response during the AIR consultation period and looks forward to offering advice on the second iteration of this initiative.

## Right-Touch Regulation Initiative

As the RHRA continues to look for ways to improve regulation practices in the ever-changing retirement industry landscape, SAC was asked to provide feedback on the organization's right-touch regulation initiative. This approach seeks to segment the retirement homes in Ontario based on the number and level of care services provided so that the appropriate regulatory oversight is applied. SAC looks forward to continuing to engage with the RHRA on this important initiative in the future.

### The RHRA’s new Information Technology System

SAC provided feedback on the RHRA’s new licensee portal, which will help to modernize the RHRA’s practices by reducing burden on the sector, improving communications between licensees and the RHRA, improving inspection transparency, and creating operational efficiencies. Two of SAC’s licensee members participated in the RHRA’s pilot of the licensee portal and contributed feedback. The SAC looks forward to seeing the results of this portal when it is launched in 2024.

## Acknowledgements

The SAC would like to thank Nira Rittenberg, Occupational Therapist, for her service on the council, which concluded in January 2024. Her expertise and advocacy in geriatrics and dementia care, and her in-depth understanding of the broader health care system, made her a distinguished SAC colleague and champion for residents. We are grateful to Nira for her long-standing service.

SAC also welcomed new members in Fiscal Year 2023/24: Dr. Fred Mather and retirement home resident Ursula Witkowska. Dr. Mather is a family physician who brings his experience providing medical care to seniors in his practice and in retirement homes, and Ursula is a resident and advocate for aging in-place who brings first-hand experience living in a retirement home and caring for elderly family members. The members look forward to collaborating with the SAC and providing advice to the RHRA and RHRA Board of Directors to support the organization’s mandate. The council is also grateful for the enthusiasm, passion, and dedication provided by former resident member Donna Rowlandson, who joined SAC in this fiscal year.

In addition to the above, I want to extend my heartfelt appreciation to Vice-Chair, Florene Shuber. Florene is an incredibly intelligent and committed colleague who offers a firsthand perspective on independent living and resident needs. Florene’s contributions to the SAC as both a member and leader are valued to a great extent.

Finally, on behalf of the SAC, I would like to express my gratitude to the RHRA’s staff. The RHRA staff, and the RHRA leadership team, support our group and solicit our feedback to deliver the regulator’s public interest mandate as effectively and efficiently as possible. The SAC is sincerely grateful for their genuine desire to give us a voice.

The Council looks forward to continued opportunities to collaborate with and provide advice to the RHRA to ensure seniors live with confidence, dignity, and choice in Ontario’s licensed retirement homes.

Sincerely,

Andria Bianchi

**Andria Bianchi**
*Chair, Stakeholder Advisory Council*

# Reducing Administrative Burden

## Ongoing commitment to burden reduction for the sector while strengthening resident protection

The RHRA has continued to proactively explore ways to reduce the administrative burden for licensees through operational improvements and legislative recommendations while strengthening resident protection.

The RHRA provides ongoing advice to MSAA on opportunities to reduce burden from legislative and regulatory requirements, or from other activities.

### Reduced outbreak reporting

The RHRA also worked with the Ministry to streamline reporting to the RHRA on COVID-19 outbreaks, without impacting resident safety. In July 2023, the RHRA and MSAA removed the requirement for retirement homes to submit information about current COVID-19 outbreaks daily. Instead, only a one-time submission was required at the end of the outbreak. This process was also digitized with a link to an online form for convenience.

### Reducing the administrative burden during inspections

The implementation of a new case management system early in the year helped streamline certain aspects of the inspection process internally, and there have been demonstrated efficiencies specifically with case timeliness.

The new system allows for cases to be triaged, escalated, and reviewed more efficiently, reducing time between receiving a mandatory report and the posting of the final inspection report to the public database.

The RHRA's new technology system has also provided opportunities to undertake certain steps to reduce the burden of inspections on operators. An example of this is the customization of legislative requirements tracked in the system for review during proactive inspections, which has reduced the amount of policy-related documentation requested by inspectors. This allows inspectors to spend more time having meaningful interactions with residents, staff, and management while on-site.

## Reducing burden on licensees while achieving compliance

By assisting licensees to find appropriate managers, consultants, and third-party educators, the RHRA's Compliance Monitor is also supporting licensees who have had orders issued to them or who have had conditions imposed on their licence while also helping to ensure compliance with the Act and regulations is achieved and maintained.

## Reduced administration during crisis situations

From a partnerships/crisis management perspective, burden reduction is also a consideration. The RHRA's engagement with home and community care support services (HCCSS) and other community partners in moments of crisis alleviates the home's need to facilitate those meetings/calls, allowing the home to focus their time and energy on the residents and managing the situation on the ground.

# Enterprise Risk Management, Crisis Management Plan and Business Recovery Plan

The RHRA has a comprehensive Enterprise Risk Management (ERM) plan which identifies, evaluates, monitors and mitigates enterprise-wide risks which could impact the achievement of the organization's objectives.

Risks are based on the likelihood of occurrence and impact to the organization, along with accompanying risk tolerances and mitigation strategies. The RHRA developed its risk tolerances in alignment with its consumer protection mandate and vision for seniors living with dignity, choice and confidence in licensed retirement homes. Management assesses these risks quarterly and the results are presented to the Board semi-annually.

In Fiscal Year 2023/24, there were no occurrences of any enterprise-wide risk(s) that required reporting and/or implementation of the RHRA's Crisis Management and/or Business Continuity Plans.

To be better prepared in the event of a significant risk or incident, the RHRA also undertook a substantial review and update of its Crisis Management and Business Continuity Plans over the past year. This process included ensuring that the RHRA's policies, procedures and protocols reflect the evolving environment and new and emerging risks that could result in the triggering of one or both plans. The RHRA also reviewed regulatory best practices and conducted a business impact analysis to help prepare for any crisis and resume operations in a timely manner.

In addition, the RHRA has a Disaster Recovery Plan that details the policies and procedures to restore IT services and data in the aftermath of a disaster.

# People, Technology and Culture

The RHRA recognizes the importance of investing in people, culture and technology to be an effective, efficient and modern regulator. These core enablers support the RHRA in fulfilling its mandate and achieving both its Strategic Plan and Business Plan objectives.

## Diversity matters

The RHRA is committed to having a workplace environment that values professional growth and development of staff, diversity in all its forms, fosters succession planning, and promotes high performance standards.

The RHRA acknowledges that as the population of Ontario continues to age and become more diverse, it is important for the regulator to apply a thoughtful equity lens to its work. The RHRA is committed to cultivating an exceptional culture that values inclusion, diversity, equity, accessibility and anti-racism. The RHRA has and continues to work to ensure that staff have the tools and training they require and are empowered to draw upon their own professional and lived experiences.

## People matter

The RHRA's organizational structure (see page 12) enables the RHRA to carry out its public interest mandate effectively and efficiently.

The RHRA continues to develop its existing talent, implement a retention strategy to keep top talent and strengthen its succession planning program so the organization has stability, continuity and flexibility as it adapts to the evolving environment.

The RHRA also continues to measure employee engagement. In the Fall of 2023, it conducted its latest survey among employees and saw continued strong results. The RHRA achieved a participation rate of almost 95 per cent, achieving an overall rating of 4.37 out of 5. This is an increase from the 2021 result of 4.29.

## Technology enables

As highlighted in other sections, the RHRA continued to invest in and to focus on automating and updating its various systems over the past year.

For example, its new technology system was launched creating efficiencies. Among these were triaging reports of harm, as information could be recorded and monitored directly in the electronic system with built-in reference tools for the RHRA's staff. The new system also made it easier to escalate reports of harm, including formal complaints, for inspections.

The system has also provided improvements in effectiveness, for example improving communications such as enabling licensing staff to identify ongoing concerns or important information for other teams and future inspections.

Record-keeping has become more efficient with improved organization, quick access, and readability of email communications and telephone notes. Finally, the RHRA is also able to track information reported to the regulator in concern records, including types of concerns, causes, and RHRA outcomes.

Over the long term, these upfront investments, which were supported by the Ontario Government, provide a foundation for sustained efficiency and opportunities for future enhancements in the RHRA's day-to-day work and more streamlined processes for licensees.

# Accessibility, French Language Services and Equity, Diversity and Inclusion

## Ongoing commitment to Equity, Diversity and Inclusion (EDI)

The RHRA is committed to inclusion, equity and diversity working to attract and retain a diverse workforce and to promote an inclusive culture. The RHRA values the unique skills and experiences (professional and lived) that employees and Directors bring to the organization.

In Fiscal Year 2023/24, the RHRA engaged experts in this area to review relevant corporate policies through an equity lens.

## Ongoing commitment to Accessibility

The RHRA is committed to equal access and participation for people with disabilities. We are committed to treating people with disabilities in a way that allows them to maintain their dignity and independence. We believe in integration, and we are committed to meeting the needs of people with disabilities in a timely manner. We do so through staff training and by removing and preventing barriers to accessibility and by meeting our **accessibility requirements** under Ontario's accessibility laws. This includes ensuring our workplace and employment practices are accessible to potential and current employees with disabilities and hosting an *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)* compliant public website.

In Fiscal Year 2023/24, the RHRA received and provided support for 10 requests for assistance to complete complaint forms (computer/internet access, difficulty writing or seeing). For example, where complainants had difficulty accessing online forms, the RHRA's staff filled out complaint forms in conversation with the resident or their family.

## Ongoing commitment to French Language Services

To support provisions within the Act, regulations and the RHRA's **French Language Services Delivery Policy**, the RHRA makes communications, information and notices available in French through a dedicated website, **rhra.ca/fr**, where a French version of this Annual Report is available. The RHRA responds to all requests for French services.

### Staffing

The RHRA prioritizes having staff available who can communicate in both official languages with specific emphasis on those roles which interact directly with the public: Complaints and Client Services and Inspections (four inspectors are bilingual). The Enforcement/Legal Department also employs a bilingual Enforcement and Legal Operations Specialist.

## Website and public documents

All public documents, including information for operators and licensees, are available in French on the RHRA's French website – **L'Office de réglementation des maisons de retraite (ORMR)**. The RHRA's internal publication processes ensure web content is translated and published simultaneously, except in extenuating circumstances.

Throughout the annual report we have highlighted examples of our French language services.

In addition:

- Inspection reports are available in French upon request.
- The RHRA Update, an e-newsletter for operators and other stakeholders, is distributed in English and available in French on the RHRA's website.
- All brochures, informational pieces and posters for residents and the public are produced in French.

The RHRA is committed to making documents on the website accessible and AODA-compliant before posting.

# Financial Report

## Introduction

The RHRA is required by legislation to be self-financing and recover all costs related to its mandate's execution. The corporate objects that define the mandate are also set out in the legislation. The RHRA takes its role as financial steward very seriously, and our approach to financial management involves balancing two needs: ensuring financial sustainability in the years to come; and continuing to address near-term regulatory needs to fulfill our resident protection mandate.

The RHRA's revenues come mainly from annual fees ($14 per suite per month as of March 31, 2024) from licensed retirement homes and application fees from applicants seeking a retirement home licence.

As a self-financed organization, the RHRA does not receive any funding from the Ontario Government for its regular operational needs. However, the RHRA did receive funding for a special one-time project to implement its new information technology (IT) system, which was completed in Fiscal Year 2023/24.

The RHRA's expenses are primarily people-related costs, such as salaries and benefits. We employ inspectors, customer service representatives, licensing and enforcement specialists, along with public affairs staff with support from normal corporate functions. Non-labor expenses include IT, legal, and travel for inspectors who conduct onsite inspections.

The RHRA's long-term financial strategy is to annually recover its operating costs on a break-even bottom line with an operating reserve equivalent to three to six months of budgeted operating expenses.

## Overview

In many instances the retirement home sector continues its recovery from the effects of the pandemic. Although the net number of licensed homes remained static for the year, there was an increase of 2.3 per cent in suites as new builds during the year were larger than those homes whose licences ceased.

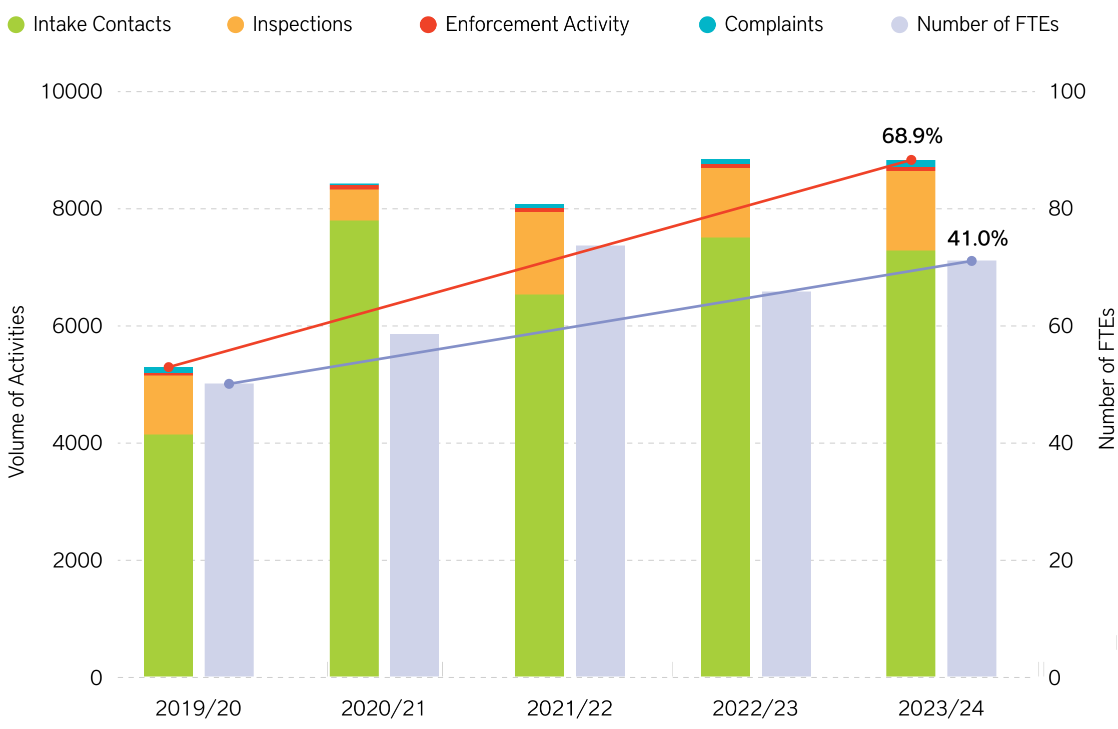
The RHRA experienced significant increases in levels of regulatory activity during the year as noted in the operational highlights. The RHRA has adjusted processes, implemented efficiencies, prioritized its activities, and in some cases adjusted the timeframes of certain initiatives keeping resources relatively stable while absorbing these significant increases in activity. However, as these trends persist, the RHRA will need to monitor closely so it has the resources available to respond appropriately when regulatory matters are raised while also being able to work proactively on future-focused improvements.

After consultation with the sector and stakeholders, the RHRA adjusted the timing of future fee schedule changes and implemented no fee increase in Fiscal Year 2023/24. The annual fee remained $14 per suite per month from January 1, 2023, to March 31, 2024. This change will support improved transparency of financial results as well as creating greater certainty in annual planning. Annual fees adjustments were implemented to $14.59 as of April 1, 2024, which will impact the subsequent fiscal year.

The RHRA ended the year with a $1.2 million surplus which is equivalent to one month of budgeted operating expenses. Approximately 50 per cent of the surplus is attributed to income from non–operating activities including investments, and higher than expected application revenue. The balance comes from savings in operating expenses versus budgeted levels.

The RHRA also actively explored ways to become more efficient and continued to implement cost savings opportunities which have contributed to the improvement in the organization's financial position. It is important to note that over the past five years regulatory activity, particularly responsive regulatory activity, has increased at a rate that far exceeds growth in resources. The RHRA has successfully offset with efficiencies and process changes, however looking ahead has sustained operating deficits relying on income from interest on cash holdings and investments to balance end-of-year.

**Volume of Activities by Category and Numbers of FTEs**



The RHRA completed its new three-year Strategic Plan in the first quarter of Fiscal Year 2023/24 and received approval from the Minister for Seniors and Accessibility. The plan includes financial considerations to ensure that the RHRA can sustain the increased regulatory activity with appropriate resourcing while operating efficiently and cost-effectively.

## Revenues and Expenses

Total revenue increased by $2.8 million (26 per cent) compared to the previous year. Three main reasons are: excellent performance of the RHRA investments and substantial interest income received with 5.4 per cent interest rate on both bank accounts, a fee increase in the previous year (Fiscal Year 2022/23), and an increase in application fees (by $398K) caused by a corporate restructuring in one of the large retirement home chains in the sector.

Total expenses are $793K (five per cent) higher than the previous year due to the increased costs of a new IT infrastructure and replacement of laptops for the organization as they reached the end of their physical life. Annualization of staff resources added the prior year contributed to the increase but was offset by changes as part of continued efficiency reviews.

We have implemented all but two of the joint (with MSAA) recommendations made in the KPMG Efficiency Review. Cost savings of approximately $160K were achieved in the past Fiscal Year, however, these cost savings will be required to help mitigate other expense increases due to demand for regulatory intervention.

## Net Assets and Reserves

The RHRA's financial position remains stable with total net assets of $8.7 million. The RHRA continues to operate with no unfunded liabilities and maintains a solid working capital position. At year end, the RHRA's total reserves level was $8.7 million with 97 per cent of it being restricted for operational use either legislatively (Emergency Fund) or by the RHRA's Board of Directors (Restricted operating reserve). The RHRA's reserve policy is intended to stabilize the organization in periods of decreased cash flow and to ensure its financial stability. The target range for the Board-approved reserve is three to six months. At year-end, the reserve represented six months of the next year budgeted expenses. 77 per cent of the restricted operating reserve is invested to preserve the capital and to generate an investment income to offset operating deficits.

## Investments

The investment portfolio is managed according to the investment policy approved by the RHRA's Board of Directors which includes a target mix of ETF investments designed to achieve the optimum return while maintaining an overall low level of risk exposure. Total net investment and interest income for the year was $772K due to an excellent performance of investments and substantial interest income received.

## Management's Responsibility for Financial Reporting

The management of the RHRA is responsible for the integrity, consistency, objectivity and reliability of the Financial Statements of the RHRA and related financial information as presented. Canadian accounting standards for not-for-profit organizations have been applied, and management has exercised its judgment and made best estimates where appropriate. The RHRA's accounting system and related internal controls are designed, and supporting procedures maintained, to provide reasonable assurance that financial records are complete and accurate, and that assets are safeguarded against loss from unauthorized use or disposition.

The RHRA's Board of Directors, acting through the Finance, Audit and Human Resources Committee (FAHRC), which is composed entirely of independent directors, oversees management's responsibilities for financial reporting. The FAHRC reviews the Financial Statements and recommends them to the Board for approval. Other responsibilities of the FARHC include monitoring the RHRA's system of internal controls over the financial reporting process and making recommendations to the Board regarding the appointment of the external auditor.

Deloitte LLP, the independent auditors appointed by the RHRA Board, audited the RHRA's Financial Statements as of March 31, 2024, and for the year then ended. Their report, which expressed an unmodified audit opinion, can be found at the end of this Annual Report. In addition, Deloitte LLP has full and unrestricted access to and meets periodically with the FARHC to discuss their audit and matters arising, such as comments they may have on the fairness of financial reporting and the adequacy of internal controls.

**Jay O'Neill**
*Chief Executive Officer and Registrar*

# Financial Statements

As at March 31, 2024

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# Independent Auditor's Report

To the Board of Directors of the
Retirement Homes Regulatory Authority

## Opinion

We have audited the financial statements of the Retirement Homes Regulatory Authority (the "Organization"), which comprise the statement of financial position as at March 31, 2024, and the statements of operations, changes in net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2024, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

## Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Responsibilities of Management and Those charged with governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

## Auditor’s Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
[DATE]

## Retirement Homes Regulatory Authority

Statement of Financial Position
As at March 31, 2024

| | Notes | 2024 $ | 2023 $ |
|---|---|---|---|
| **Assets** | | | |
| Current assets | | | |
| Cash | | **3,158,947** | 9,079,081 |
| Accounts receivable | 2 | **26,941** | 94,961 |
| Prepaid expenses | | **307,193** | 306,337 |
| Harmonized sales tax receivable | | **105,040** | 69,034 |
| | | **3,598,121** | 9,549,413 |
| Long-term investments | 3 | **5,865,338** | 5,445,098 |
| Emergency fund restricted cash | 10 | **777,860** | 686,113 |
| Capital and intangible assets | 4 | **1,716,024** | 1,904,438 |
| | | **11,957,343** | 17,585,062 |
| **Liabilities** | | | |
| Current liabilities | | | |
| Accounts payable and accrued liabilities | 5 | **1,980,545** | 1,542,981 |
| Deferred revenue | 6 | **—** | 6,983,039 |
| | | **1,980,545** | 8,526,020 |
| Deferred capital contributions | 7 | **1,135,167** | 1,390,000 |
| Deferred lease inducement | 8 | **149,068** | 181,010 |
| | | **3,264,780** | 10,097,030 |
| Commitments and contingencies | 11 | | |
| **Net assets** | | | |
| Unrestricted | | **990,198** | — |
| Restricted - Emergency fund | 10 | **777,860** | 686,113 |
| Internally restricted | 9 | **6,924,505** | 6,801,919 |
| | | **8,692,563** | 7,488,032 |
| | | **11,957,343** | 17,585,062 |

The accompanying notes are an integral part of the financial statements.

Approved by the Board

Alex Yin
_______________________________, Chair of the Board of Directors

_______________________________, Chair of the Finance, Audit & Human Resources Committee

## Retirement Homes Regulatory Authority

Statement of Operations
As at March 31, 2024

| | Notes | Operating fund $ | Emergency fund $ (Note 10) | 2024 Total $ | Operating fund $ | Emergency fund $ (Note 10) | 2023 Total $ |
|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | |
| Annual fees | 6 | **11,775,593** | — | **11,775,593** | 9,807,877 | — | 9,807,877 |
| Province of Ontario grant | 7 | — | — | — | 310,000 | — | 310,000 |
| Application fees | | **836,575** | — | **836,575** | 438,775 | — | 438,775 |
| Net investment income | 3 | **735,257** | **37,047** | **772,304** | 249,678 | 19,829 | 269,507 |
| Administrative monetary penalties | | — | **54,700** | **54,700** | — | 47,000 | 47,000 |
| Amortization of deferred capital contributions | 7 | **254,833** | — | **254,833** | — | — | — |
| | | **13,602,258** | **91,747** | **13,694,005** | 10,806,330 | 66,829 | 10,873,159 |
| **Expenses** | | | | | | | |
| Salaries, wages and benefits | | **9,547,928** | — | **9,547,928** | 9,441,449 | — | 9,441,449 |
| Operating | | **2,579,793** | — | **2,579,793** | 2,160,761 | — | 2,160,761 |
| Amortization of capital assets | | **361,753** | — | **361,753** | 94,193 | — | 94,193 |
| | | **12,489,474** | — | **12,489,474** | 11,696,403 | — | 11,696,403 |
| **Excess (deficiency) of revenue over expenses** | | **1,112,784** | **91,747** | **1,204,531** | (890,073) | 66,829 | (823,244) |

The accompanying notes are an integral part of the financial statements.

## Retirement Homes Regulatory Authority

Statement of Changes in Net Assets
As at March 31, 2024

| | Unrestricted $ | Restricted-Emergency fund $ (Note 10) | Internally restricted $ (Note 9) | 2024 Total $ | 2023 Total $ |
|---|---|---|---|---|---|
| **Net assets, beginning of year** | — | 686,113 | 6,801,919 | 7,488,032 | 8,311,276 |
| Excess (deficiency) of revenue over expenses | 1,112,784 | 91,747 | — | 1,204,531 | (823,244) |
| Interfund transfers | (122,586) | — | 122,586 | — | — |
| **Net assets, end of year** | 990,198 | 777,860 | 6,924,505 | 8,692,563 | 7,488,032 |

The accompanying notes are an integral part of the financial statements.

## Retirement Homes Regulatory Authority

Statement of Cash Flows
As at March 31, 2024

| | Note | 2024<br>$ | 2023<br>$ |
|---|---|---|---|
| **Operating activities** | | | |
| Excess (deficiency) of revenue over expenses | | **1,204,531** | (823,244) |
| Items not involving cash | | | |
| Unrealized (gains) losses on investments | 3 | **(231,540)** | 153,975 |
| Amortization of capital assets | | **361,753** | 94,193 |
| Amortization of deferred capital contributions | | **(254,833)** | — |
| Amortization of deferred lease inducement | | **(31,942)** | (31,943) |
| | | **1,047,969** | (607,019) |
| Change in non-cash operating working capital | | | |
| Accounts receivable | | **68,020** | 2,276,939 |
| Prepaid expenses | | **(856)** | (49,076) |
| Harmonized Sales Tax receivable/payable | | **(36,006)** | (11,525) |
| Accounts payable and accrued liabilities | | **437,564** | (401,014) |
| Deferred revenue | | **(6,983,039)** | 133,838 |
| | | **(5,466,348)** | 1,342,143 |
| **Investing activities** | | | |
| Acquisition of capital assets | | **(173,339)** | (114,101) |
| Net purchases and redemption of investments | | **(188,700)** | (138,771) |
| Increase in Emergency Fund restricted cash | | **(91,747)** | (66,829) |
| | | **(453,786)** | (319,701) |
| **Financing activity** | | | |
| Contributions received for capital | | **—** | 720,000 |
| (Decrease) increase in cash | | **(5,920,134)** | 1,742,442 |
| Cash, beginning of year | | **9,079,081** | 7,336,639 |
| **Cash, end of year** | | **3,158,947** | 9,079,081 |

The accompanying notes are an integral part of the financial statements.

## Notes to the Financial Statements
## As at March 31, 2024

The Retirement Homes Regulatory Authority ("RHRA") is responsible for the administration and enforcement of the *Retirement Homes Act, 2010* (the "Act"). The RHRA was established as a corporation without share capital under the Act. It is subject to the *Corporations Act* (Ontario) and, as a not-for-profit organization under the *Income Tax Act* (Canada), is exempt from income tax.

The RHRA's responsibilities include the licensing of retirement homes, enforcement of the care and safety standards for residents, and educating licensees, consumers and the public on legislative requirements and standards.

### 1. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations under Part III of the Chartered Professional Accountants of Canada Handbook and include the following significant accounting policies:

*(a) Fund accounting*

The Operating Fund accounts for the RHRA's operating and administrative activities, and reports unrestricted revenues and expenses.

The Emergency Fund reports funds held in trust for the benefit of residents and former residents of retirement homes if the criteria for making a claim and payment are met.

*(b) Investments*

The RHRA's investments consist of fixed income GICs and exchange-traded funds. Investments are recorded at fair value on initial recognition. Subsequently, investments are recorded at fair value, with unrealized gains and losses reported in the Statement of operations.

Transaction costs related to investments are expensed as incurred.

*(c) Capital and intangible assets*

Purchased capital and intangible assets are recorded at cost. The cost of a capital or intangible asset comprises its purchase price and any directly attributable cost of preparing the asset for its intended use.

Leases that transfer substantially all the benefits and risks of ownership are capitalized.

Amortization is provided on the straight-line basis over the estimated useful lives of the assets at the following annual rates:

| | |
|---|---|
| Equipment | 25 per cent |
| Computer software | 50 per cent |
| Computer hardware | 33 per cent |
| Furniture and fixtures | 20 per cent |
| Leasehold improvements | Remaining term of lease |
| RMSS system | 20 per cent |

Capital and intangible assets in progress are not amortized. Amortization of a capital and intangible asset commences in the month after it is brought into service.

## 1. Significant accounting policies (continued)

*(d) Foreign currency translation*

Monetary assets and liabilities denominated in foreign currencies are translated into Canadian dollars at the prevailing rates of exchange at the year-end date. Revenue and expenses are translated at the exchange rates prevailing on the transaction date. Realized and unrealized exchange gains and losses are included in the Statement of operations.

*(e) Deferred lease inducement*

Deferred lease inducement relates to a leasehold improvement allowance and is amortized on the straight-line basis over the term of the lease.

*(f) Revenue recognition*

*Annual fees*

Annual fees are recognized as revenue proportionately over the year to which they relate, net of amounts for which collectability is uncertain. The annual fee is due on the first day of the calendar year. Annual fees that are remitted quarterly are subject to a finance fee that is deferred and recognized over the periods to which the deferral relates.

*Application fees*

Application fees are recognized upon receipt of a completed application and after a preliminary assessment of the application has been performed.

*Province of Ontario Grants*

Operating grants received from the Province of Ontario are recognized in the period in which the events giving rise to the grant occur, any eligibility criteria and/or stipulations are met, and reasonable estimate of the amount can be made.

Capital grants received are deferred and amortized into revenue on the same basis as the related asset is amortized.

*Contributions*

The RHRA uses the deferral method of accounting for contributions.

Contributions received for capital assets are deferred and are amortized into revenue on the same basis as the related asset is amortized.

*Investment income*

Investment income is recognized as revenue when earned and is recorded on the accrual basis, and includes interest and dividend income as well as realized and unrealized gains and losses.

## 1. Significant accounting policies (continued)

*(g) Financial instruments*

Financial instruments are financial assets or liabilities of the RHRA which, in general, provide the RHRA the right to receive cash or another financial asset from another party or require the RHRA to pay another party cash or other financial assets.

Financial assets and financial liabilities are initially recognized at fair value when the RHRA becomes a party to the contractual provisions of the financial instrument. Subsequently, all financial instruments are measured at amortized cost, with the exception of investments which are measured at fair value.

The fair value of the RHRA's cash, accounts receivable, and accounts payable and accrued liabilities approximate their carrying values.

*(h) Use of estimates*

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of revenues, expenses, assets and liabilities as well as disclosure of contingent assets and liabilities in the financial statements and accompanying notes. Balances subject to estimation relate primarily to certain accrued liabilities and the useful lives of the various categories of capital assets. Actual results could differ from such estimates.

## 2. Accounts receivable

| | **2024** | 2023 |
|---|---|---|
| | **$** | $ |
| Accounts receivable | **10,786** | 814 |
| Province of Ontario Grant receivable | **—** | 51,500 |
| Interest receivable | **16,155** | 42,647 |
| | **26,941** | 94,961 |

Accounts receivable are net of an allowance for doubtful accounts of nil (nil in 2023).

## 3. Investments

The RHRA's investment decisions are made in line with an Investment Policy approved by the Board, which is reviewed and updated periodically. The RHRA's investment objectives, in their order of priority, are to: 1. Preserve capital, 2. Maintain liquidity to meet operational and capital requirements, and 3. Maximize the rate of return.

Investments consist of cash held in the investment portfolio account fixed income GICs and exchange-traded funds.

| | **2024** | 2023 |
|---|---|---|
| | **$** | $ |
| Long-term investments | | |
| Cash in investment account | **19,682** | 16,631 |
| GICs | **—** | 300,929 |
| Exchange-traded funds | **5,845,656** | 5,127,538 |
| | **5,865,338** | 5,445,098 |

## 3. Investments (continued)

The composition of net investment income for the year is as follows:

| | 2024<br>$ | 2023<br>$ |
|---|---|---|
| Realized gains, interests and dividends | **540,764** | 423,482 |
| Unrealized gains (losses) during the year | **231,540** | (153,975) |
| | **772,304** | 269,507 |

## 4. Capital and intangible assets

| | Cost<br>$ | Accumulated amortization<br>$ | 2024<br>Net book value<br>$ | 2023<br>Net book value<br>$ |
|---|---|---|---|---|
| Equipment | **31,304** | **31,304** | **—** | — |
| Computer software | **128,204** | **92,474** | **35,730** | — |
| Computer hardware | **211,093** | **178,513** | **32,580** | 10,500 |
| Furniture and fixture | **128,258** | **128,258** | **—** | 2,473 |
| Leasehold improvements | **704,512** | **375,740** | **328,772** | 399,224 |
| Licensing system | **—** | **—** | **—** | 8,756 |
| RMSS system | **1,593,564** | **274,622** | **1,318,942** | 1,483,485 |
| | **2,796,935** | **1,080,911** | **1,716,024** | 1,904,438 |

During the year, the RHRA disposed and wrote off fully depreciated capital and intangible assets with an original cost of $628,260 ($16,141 in 2023).

## 5. Government remittances

As at March 31, 2024, the RHRA had $28,916 in government remittances payable (nil in 2023).

## 6. Deferred revenue

Annual fees received relating to the periods after the current fiscal year are deferred. Commencing January 1, 2024, annual fees are billed in line with the fiscal year.

The balance in deferred revenue is as follows:

| | 2024<br>$ | 2023<br>$ |
|---|---|---|
| Deferred revenue from annual fees, beginning of year | **6,983,039** | 6,849,201 |
| Add: annual fees received during the year | **4,792,554** | 9,941,715 |
| | **11,775,593** | 16,790,916 |
| Less: amounts recognized as revenue during the year | **11,775,593** | 9,807,877 |
| Deferred revenue from annual fees, end of year | **—** | 6,983,039 |

## 7. Province of Ontario grant

Grant funding received from the Province of Ontario consisted of both operating and capital funding for the purpose of carrying out an IT infrastructure project. Subsequent to April 1, 2023, no further operating grant amounts were recognized under this funding. The continuity of deferred capital contributions is as follows:

| | **2024** | 2023 |
|---|---|---|
| | **$** | $ |
| Deferred revenue and deferred capital conributions from Province of Ontario grant, beginning of year | **1,390,000** | 670,000 |
| Add: Province of Ontario grant received during the year | **—** | 1,030,000 |
| | **1,390,000** | 1,700,000 |
| Less: amounts recognized as revenue during the year | **254,833** | 310,000 |
| | **1,135,167** | 1,390,000 |
| Portion related to deferred capital contributions, end of year | **(1,135,167)** | (1,390,000) |
| | — | — |

## 8. Deferred lease inducement

Deferred lease inducement relates to a leasehold improvement allowance received from the landlord for the renovation of the leased office premises. The original amount of the inducement was $319,429 and is being amortized on the straight-line basis over the term of the lease. As at year end, accumulated amortization amounts to $170,361 ($138,419 in 2023).

## 9. Internally restricted net assets

The RHRA has two types of restricted net assets: an internally restricted operating reserve and an externally restricted emergency fund reserve (Note 10).

The RHRA created an operating reserve for operating expenses for the purposes of accumulating funds that are available when needed due to unforeseen operating shortfalls.

On December 14, 2022, the Board approved a policy for sustaining an operating reserve equal within a target range of three to six months of normal annual operating budget expenditures, and a process for allocation from unrestricted net assets.

Over three quarters of internally restricted operating reserve funds are invested in long-term investments (Note 3).

## 10. Emergency fund

The Emergency fund was established in 2013 pursuant to the Act. Funds are held in trust for the benefit of residents and former residents of retirement homes in respect of any claims relating to certain events if the criteria for making a claim and payment are met. All administrative monetary penalties collected by the RHRA must be paid into the Emergency Fund pursuant to the Act. The Emergency fund is a legislatively restricted net asset and cannot be used for the RHRA’s operations under any circumstances but must be presented as a net asset on the Statement of financial position.

## 10. Emergency fund (continued)

The transactions and balance in the Emergency fund are as follows:

| | 2024 | 2023 |
|---|---|---|
| | $ | $ |
| Opening balance | **686,113** | 619,284 |
| Administrative monetary penalties | **54,700** | 47,000 |
| Interest income | **37,047** | 19,829 |
| | **777,860** | 686,113 |
| Less: claims/payments made | **—** | — |
| Closing balance | **777,860** | 686,113 |

## 11. Commitments and contingencies

*Lease obligations*

Future payments relating to leased office premises, for each of the next five years and thereafter, are as follows:

| | $ |
|---|---|
| 2025 | 434,850 |
| 2026 | 445,243 |
| 2027 | 458,562 |
| 2028 | 466,730 |
| 2029 | 402,396 |
| Total minimum lease payments | 2,207,781 |

## 12. Risk management

The investments held by the RHRA are exposed to a variety of financial risks. The RHRA seeks to minimize the potential adverse effects of these risks by regularly monitoring the investment's position, market events and the diversity of the long-term investment portfolio within the constraints of the RHRA's Investment Policies.

Significant risks that are relevant to the RHRA's investments are as follows:

*Financial risk management*

The RHRA is subject to market and interest rate risks with respect to its long-term investments. The RHRA's intention is to hold for long-term investment purposes, rather than short-term trading, therefore as of March 31, 2024, the RHRA did not hold any short-term investments.

*Market risk*

Market risk arises as a result of trading in equity securities (exchange-traded funds). Fluctuations in the market and interest rate expose the RHRA to the risk of loss. There have been no changes to the RHRA's risk exposure from 2023, other than that the RHRA no longer invests in fixed income securities, and as such is no longer exposed to significant interest rate risk.

## 12. Risk management (continued)

*Interest rate risk*

Interest rate risk arises from the possibility that changes in interest rates will affect the value of fixed income securities held by the RHRA.

To manage its market and interest rate risks, the RHRA has established investment policies which include target mix of investment types and concentration limits designed to achieve the optimum return within reasonable risk tolerances.

*Credit risk*

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The RHRA is subject to credit risk with respect to its accounts receivable. The balance of accounts receivable on the Statement of financial position represents the RHRA's maximum exposure at March 31, 2024. The RHRA manages this risk through proactive collection policies.

*Financial liabilities*

*Liquidity risk*

The RHRA's objective is to have sufficient liquidity to meet its liabilities when due. The RHRA monitors its cash balances and cash flows generated from operations to meet its requirements.

As at March 31, 2024, the most significant financial liability is accounts payable and accrued liabilities and it is management's opinion that the RHRA is not in default of any terms of its financial liabilities.

There have been no changes to the RHRA's risk exposures from the year ended March 31, 2023.

## 13. Indemnification of directors

The RHRA has indemnified its past, present and future directors against expenses (including legal expenses), judgments and any amount actually or reasonably incurred by them in connection with any action, suit or proceeding in which the directors are sued as a result of their service, if they acted honestly and in good faith with a view to the best interest of the RHRA. The nature of the indemnity prevents the RHRA from reasonably estimating the maximum exposure. The RHRA has purchased directors' liability insurance with respect to this indemnification. The directors of the RHRA are not aware of any threatened or actual proceedings.

# Appendix

## Delivering on our Fiscal Year 2023/24 Business Plan Commitments

| Fiscal Year 2023/24 Business Plan Commitments | Status | |
|---|---|---|
| Continue to be able to meet its service standards by processing all licence applications (50 to 55 are anticipated in Fiscal Year 2023/24) within its target timeframes (two to eight weeks, depending on the request, complexities and circumstances). | **Completed / continuing** | • 96% of complete applications were processed within the requested timeframe.<br>• Continued monitoring of timelines is ongoing.<br>• Implementation of the portal is anticipated to assist applicants in submitting all required documentation for a complete application. |
| Enhance the usability and functionality of our website making it easier and more intuitive to find information and resources online. | **In progress / continuing** | • Modifications and webpage restructuring were conducted to make the website easier to visitors to find information they require. |
| Develop and implement a licensing portal to make submissions of applicant and licensee documents more efficient for the sector. | **In progress / continuing** | • The RHRA ran a pilot with licensees and is making modifications based on the feedback before going live in FY 2024/25. |
| Develop a set of principles to help staff make decisions on when to approve requests for the reduction of suites. In addition, work will be done to standardize expectations for what applicants submit as their business/ operational plans. | **Deferred** | • Work is planned this year to standardize expectations for business/operational plans.<br>• Approvals for reductions in suites is dealt with on a case-by-case basis based on criteria used in previous decisions.<br>• Formally documenting principles will be completed the following year. |
| Set criteria for when our Compliance Support group is to be engaged at the time of licensing to assist applicants. | **Completed** | • Criteria has been developed on when to engage Compliance Support at the time of Licensing. |
| Improve the initial licensing welcome package that is provided to new operators. This will be a useful tool that clearly sets out regulatory expectations, guidance on licence surrenders and other resources. | **Deferred** | • The new licensee welcome package is scheduled to be completed in 2025. |

| Fiscal Year 2023/24 Business Plan Commitments | Status | |
|---|---|---|
| Undertake to look at markers for financial viability to help us better understand the range of tools and actions available to support homes and protect residents in such situations and to help more effectively assess the financial viability of applicants up front during the licensing process. | **In progress / continuing** | • Financial viability work is in progress with one milestone being to identify criteria indicative of financial viability or irresponsibility concerns. |
| Seek input from licensees and other stakeholders to ensure full transparency and to provide specific circumstances in which this (citations could be used for issues completed by inquiry rather than using our inspection resources) could be done and why. | **Not proceeding / deferred** | • Resources are being focussed on the development of a Right Touch Regulation model. Outcomes of this will assist when work is resumed on issuing citations outside of field inspections in the future. |
| Build on partnerships and proactively engage with the industry, individual retirement homes and community agencies. | **In progress / continuing** | • The RHRA has made significant progress in developing working partnerships with various agencies, regulators and members of the industry. This work will carry on as part of continuous improvement efforts to be a more effective regulator and partner in protecting residents. |
| Continue to track and review our targeted timelines for closure of inspections to meet or exceed our inspection targets for proactive inspections and achieve or exceed our service level timeline targets for responsive inspections. We aim to complete at least 90 per cent of proactive inspections within 30 days and responsive inspections, which can be more complex, within 45 days. | **In progress / continuing** | • Proactive inspection timelines not accomplished.<br>• Reactive inspection timelines accomplished.<br>• The number of proactive and reactive inspections has increased. Due to prioritizing reactive inspections, the timelines to proactively inspect has exceeded past the target. Internal reviews of process and resources is underway. |
| Focus on improvements to our risk modeling with the primary goal being to reduce the potential of harm to residents living in retirement homes. | **Completed / continuing** | • This past year updates to the Risk Model focused on identifying potential under-reporters for Mandatory Reports. RHRA will continue to update the risk model on annual basis. |

| Fiscal Year 2023/24 Business Plan Commitments | Status | |
|---|---|---|
| Provide Equity, Diversity and Inclusion (EDI) training for inspectors. | **Deferred** | • Training for inspectors has been deferred while the RHRA develops its plan for Inclusion, Diversity, Equity, Anti-racism and Accessibility (IDEAA), to be launched in FY 2024/25. |
| Continue to support the sector in being compliant by:<br><br>• Assessing materials on the website to determine what Compliance Assistance Modules and other documents should be amended based on new legislative or other requirements/direction.<br>• Focusing on identifying areas which are known to present higher risk for resident safety or are the subject of frequent complaints where the sector could benefit from additional guidance.<br>• Exploring alternative methods for delivering and enhancing these educational tools that minimize costs while sustaining efficacy. | **In progress / continuing** | • This past year guidance on compliance requirements for responding to abuse and neglect allegations was produced and made available to the sector. Modules to complement this document are currently being developed. RHRA is hiring expertise in the development of compliance education and is making these activities more of a focus in the organization. |
| Continue to publish enforcement-related outcomes on our website so Ontarians can make informed choices when choosing a licensed retirement home. | **In progress / continuing** | • Enhancements to the retirement homes database have been made to make enforcement orders more prominent. Order summaries on the public register have been made more comprehensive to provide greater detail about the facts that lead to the order and requirements, while also protecting the privacy and anonymity of any residents involved.<br>• The RHRA will continue to make enforcement outcomes public. |
| Consider the development and implementation of a system to track recidivism following enforcement and how this can be reported regularly. | **In progress / continuing** | • Reporting has not begun due to lag in data availability. A model for tracking is being developed. |

| Fiscal Year 2023/24 Business Plan Commitments | Status | |
|---|---|---|
| Begin the establishment of criteria for the removal of conditions on our website. | **Complete** | • Guidance to assist the Deputy Registrar and Registrar in deciding whether or not to remove conditions from a licence (and hence from the public register) have been developed and implemented.<br>• A document to be made available to the public explaining the process and guidance for conditions removal is in the final stages of approval. |
| Plan to review the criteria used in determining the amounts of AMPs to ensure decisions remain fair and consistent and to be transparent about the dollar amounts of AMPs levied. | **Complete (criteria review complete)** | • The RHRA is considering whether to publish AMP amounts on the website. It will engage stakeholders before making a final decision. |
| Continue to monitor and evaluate the effectiveness of this relatively new program (compliance monitoring) and make improvements to ensure that homes are complying with their regulatory obligations as a result of a directed action from the regulator. | **Continuing** | • The success of the program is clear in that it has enabled significantly more precision in Compliance Orders, Management Orders and Conditions and increasing the RHRA's ability to deal with root causes of non-compliance.<br>• The success of the program will continue to be evaluated over time. |
| Continue to work closely with licensees to develop and distribute materials to prospective and current residents and their families highlighting the benefits of living in a licensed home and the standards to which they are held. | **Complete / continuing** | • The RHRA created an information resource entitled "The Benefits of Living in a Licensed Retirement Home" which were widely distributed in homes, MPP Offices, and at sector events along with packages containing information about the RHRA. |
| Create a suite of short, relevant materials in print and electronic format that licensees can share with residents and prospective residents highlighting the standards to which licensed homes are held. | **Deferred** | • Due to capacity restraints, this work has been deferred to FY 2024/25. However, the above resource/information packages highlight the standards to which licensed homes are held. |

| Fiscal Year 2023/24 Business Plan Commitments | Status | |
|---|---|---|
| Leverage existing partnerships and establish new ones to help disseminate information that will help seniors make informed decisions. (focus on health partners) | **Completed / continuing** | • The RHRA established relationships with stakeholders such as Provincial Geriatrics Leadership Ontario, Ontario Personal Support Workers Association, the College of Occupational Therapists among others. Relationship development will continue throughout FY 2024/25. |
| Explore opportunities to participate in conferences, trade shows and events like the annual Together We Care show and other forums hosted by seniors' groups like CanAge and Elder Abuse Prevention Ontario and other community organizations. | **Completed / continuing** | • The RHRA participated in sector events organized by ORCA, AdvantAGE and OLTCA as it related to the retirement homes sector. The RHRA also participated in presentations to retirement homes, the MSAA Senior Liaison Committee and begun participation in seniors' fairs through OACAO. |
| Work with ethno-cultural media publications and community newspapers to reach seniors from various communities and for whom English may not be their first language. | **In progress / continuing** | • The RHRA developed resources in the top six common languages in Ontario. |
| Look for ways to engage SAC further and to establish other forums and/or working groups to involve other licensees who expressed interest in participating in the SAC to obtain their frontline perspectives. | **In progress / continuing** | • The RHRA continued to build on its work to engage SAC on important issues such as Fees and AIR (see SAC annual report). Work is underway to establish a Licensee Advisory Council. Licensees were also engaged in working groups for webforms and the portal pilot. |
| Explore ways to engage more residents directly throughout the province and to get a better representation of those who reside in the approximately 780 licensed retirement homes in Ontario. | **In progress / continuing** | • The RHRA has continued to hold monthly meetings with the Residents Network it has established and has made presentations to residents' councils. |
| Explore new ways to increase transparency which may include producing an annual enforcement/safety/risk report in the future. | **In progress** | • Work began last fiscal year to produce an Annual Compliance Report which will be published in FY 2024/25. |

| Fiscal Year 2023/24 Business Plan Commitments | Status | |
|---|---|---|
| Continue to automate our functions so we can be more efficient and improve our ability to track, report and analyze patterns of harm to residents through what we call harms mining. | **Complete** | • The RHRA went live with its new IT system. The new system improves our data capturing and eliminates the need for staff to mine data. This allows for quicker reporting and allowing for shorter turn around when we perform analysis. |
| Continue to provide information to the Minister and the Office of the Chief Medical Officer of Health in relation to the measures for retirement homes to continue to manage and report on outbreaks and cases related to COVID-19 and other infectious diseases. | **In progress / continuing** | • The RHRA continues to provide regular feedback to MSAA and to report outbreaks at least monthly. |
| The RHRA is very attuned to the need to balance protecting both physical and mental well-being of residents while not adding administrative burden. We will continue to explore ways to reduce the regulatory burden while safeguarding residents. | **In progress / continuing** | • The Annual Information Return process was implemented to have fewer touchpoints throughout the year with licensees. This limits administrative burden to once a year. RHRA is developing a right touch regulation model by aligning our regulatory actions with the vulnerabilities of residents based on care needs, while also considering minimizing administrative burden where practicable. |
| Build on Data & Analytics efforts trying to get a better understanding of the acuity levels of residents living in retirement homes waiting for long-term care placement through this ongoing data partnership. | **Complete** | • The RHRA was able to obtain data on the number of residents waiting for long-term care placement. We will shift our focus to get data from Home and Community Care Support Services (HCCSS) to further enhance our understanding of acuity score of residents receiving home care. |

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