
ADMINISTRATIVE PENALTY ORDER SUMMARY TO BE MADE AVAILABLE IN HOME

Pursuant to the *Retirement Homes Act, 2010* S.O. 2010, Chapter 11, section 93.

The Walford Thunder Bay
o/a Oxford SC Walford Thunder Bay LP
20 Pine Street
Thunder Bay, ON P3A 5W4

ADMINISTRATIVE PENALTY ORDER 2026-N0497-93-01

Under section 93 of the *Retirement Homes Act, 2010* (the “Act”), the Registrar of the Retirement Homes Regulatory Authority (the “Registrar” and “RHRA”, respectively) may order a person to pay an administrative penalty if the Registrar believes on reasonable grounds that the person has contravened the Act and Ontario Regulation 166/11 (the “Regulation”).

The Registrar issues this Order to Pay an Administrative Penalty under section 93 of the Act to encourage the Licensee to comply with the requirements under the Act and Regulation.

CONTRAVENTION

The Registrar has reasonable grounds to believe that the Licensee contravened the following sections of the Act and Regulation:

- Section 67(1) of the Act: The Licensee did not protect residents of the Home from abuse.
- Section 67(4) of the Act: the Licensee did not ensure that there was a written policy to promote zero tolerance of abuse and neglect of residents and that the policy was complied with.
- Section 115(1) of the Act: The Licensee did not ensure that no person retaliated or threatened to retaliate against another person, whether by action or omission, because any person has disclosed anything.
- Section 118 of the Act: The Licensee did not ensure that no person knowingly provided false or misleading information to an inspector, the Registrar or any person employed or retained by the Authority in any statement or document in respect of any matter relating to this Act or the regulations, whether made or given orally, on paper or electronically.
- Section 57.1(1)(a) of the Regulation: The Licensee did not ensure that staff members, external care providers, or volunteers of the Home did not borrow money or other property from a resident.

BRIEF SUMMARY OF FACTS

Two inspections were conducted at the Home on November 26, 2025, and March 17, 2026. The inspections identified non-compliance by the Licensee related to the protection of Resident A from financial and emotional abuse and inappropriate conduct by staff members that was perceived as reprisal. The inspections also determined that a report of sexual abuse, though not substantiated, was not appropriately documented, and that neither resident involved was assessed nor were their plans of care revised following the alleged incident.

ADMINISTRATIVE PENALTY FACTORS

The Registrar considered the factors set out at s. 60.1(1) of the Regulation in determining the amount of the Administrative Penalty.

a) **Severity of Adverse Effect / Potential Adverse Effect:**

The contraventions involved inappropriate conduct by former leadership, failures relating to whistle-blower protection and abuse response obligations, and conduct that contributed to Resident A feeling targeted, monitored, and treated differently by staff following the earlier incident involving a former General Manager. The Home also failed to ensure a neutral and resident-centered response to allegations involving two residents. The circumstances created a risk of emotional harm, diminished trust in staff and leadership, and compromised the residents' right to live in an environment free from abuse, intimidation, retaliation, and reprisal. Given the vulnerability of the residents involved and the nature of the conduct, the potential adverse effect falls within the "major" category.

b) **Mitigation of Contravention:**

The Licensee implemented corrective actions following the inspections, including staff retraining on abuse prevention, resident rights, whistle-blower protections, and cooperation with regulatory authorities, reinforcement of the Home's zero tolerance of abuse and neglect policy, and ongoing support and follow-up with Resident A.

c) **Previous Contraventions:**

The Licensee has a relevant history of non-compliance under the Act, including prior findings relating to failures to protect residents from abuse, and staff training. This history is an aggravating factor in determining the quantum.

d) **Economic Benefit:**

There is no evidence that the Licensee received direct economic benefit from the non-compliance.

e) **Purpose of Administrative Penalty:**

The administrative penalty is intended to encourage the Licensee to achieve and maintain compliance with the Act and Regulation.

Issued on May 27, 2026.