
ADMINISTRATIVE PENALTY ORDER SUMMARY TO BE MADE AVAILABLE IN HOME

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

WC Operating (Ontario-1) LP
o/a Kingsway
4251 Dundas Street W.
Etobicoke, ON M8X 2Z5

ADMINISTRATIVE PENALTY ORDER 2026-T0423-93-01

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 or 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.

CONTRAVENTION

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

- Section 62(4)(b)(iii) of the Act: The Licensee did not ensure that there was a written plan of care for each resident that set out the planned care services and included clear directions to staff.
- Section 67(2) of the Act: The Licensee did not ensure that staff of the Home did not neglect residents.
- Section 23(1)(c) of the Regulation: The Licensee did not ensure that there was a written behaviour management strategy that included strategies for monitoring residents who had demonstrated behaviours that posed a risk to the resident or others in the Home.

BRIEF SUMMARY OF FACTS

An inspection was conducted at the Home on February 10, 2026, following a report that a resident was missing from her suite. The resident was subsequently found deceased outside of the Home. The inspection identified that an evening meal census was not completed in accordance with the Home's policies and procedures, and the resident's absence was not recognized in a timely manner. Additionally, the Home did not implement a clearly defined or consistently applied heightened monitoring strategy that reflected the nature and progression of the resident's behaviours.

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:**

A resident was missing for approximately 15 hours and was later found to be deceased. The resident's absence was not identified promptly, as the evening meal census was not completed, which may have delayed recognition that the resident was missing. The adverse effect is appropriately categorized as "major".

b) **Mitigation of Contravention:**

Prior to the incident, the Licensee attempted to implement certain measures, including encouraging Resident A to move into the Memory Care Unit and providing additional activities. In addition, following the incident, the Licensee has taken corrective action, including providing additional training. This is a mitigating factor in determining the quantum amount.

c) **Previous Contraventions:**

The Licensee does not have a relevant history of non-compliance. This is a mitigating factor in determining the amount of the administrative penalty.

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 June 22, 2026.