



BUSINESS PLAN
2012 - 2013



Table of Contents

Executive Summary	3
Vision, Mission, Mandate and Values	4
Governance	5
Regulatory Practices	7
Risk-Based Approach	8
Inquiries and Complaints	9
French Language Services	9
Performance Initiatives for Fiscal 2012/2013	10
Corporate Operations	13
• Finance	13
• Emergency Fund	14
• Human Resources	14
• Information Technology	15
• Enterprise Risk Management	15
Appendix I – Summary Financial Forecast	16
Appendix II – Stakeholder Relations	17
Appendix III – Phasing of the Act	18

THE RETIREMENT HOMES REGULATORY AUTHORITY (RHRA) WAS ESTABLISHED IN 2010 UNDER THE RETIREMENT HOMES ACT, 2010 (ACT) TO ADMINISTER THE ACT AND REGULATIONS ON BEHALF OF THE GOVERNMENT OF ONTARIO. IN ORDER TO PROVIDE FOR AN ORDERLY TRANSITION TO A NEW REGULATORY REGIME, GOVERNMENT IS BRINGING SECTIONS OF THE ACT AND REGULATIONS INTO FORCE IN PHASES, COMMENCING IN 2010 THROUGH JANUARY 1, 2014.

The RHRA is a not-for-profit corporation mandated to regulate and oversee consumer protection for residents of retirement homes in the province. Headquartered in Toronto, the RHRA employs approximately 35 staff across Ontario, of which approximately 70 per cent work in regulatory operations. The RHRA is governed by an interim board of directors consisting of five directors appointed by government. A permanent board of nine members (five elected and four appointed by the Lieutenant Governor in Council) is to be established by the end of December 2012. The RHRA is accountable to the Ontario government through the Minister Responsible for Seniors.

During the current fiscal year the RHRA will fund its operations through both start-up funding provided by the government of Ontario and fee assessments. Through the assessment of fees for the services it provides to owners/operators of retirement homes, the RHRA will be self-funding by the end of the current year.

Strategic Objectives

The RHRA regulates, educates, oversees and enforces the regulations and care standards established by government for the increased protection of seniors in retirement homes across the province. To assist potential residents and families in making informed decisions, the RHRA also maintains a Public Register of retirement homes and the care services they offer.

The RHRA's development and regulatory effectiveness is strengthened by additional performance targets in the areas of human capital, partnerships and organizational sustainability. This business plan was finalized in September 2012 after analyzing data and information gained through the process of retirement homes applying for licences in early summer and making necessary amendments. It reflects the context and priorities for the balance of the 2012/2013 fiscal year, which have gained more certainty with the proclamation of certain sections of the Act in April 2012, and a schedule for enactment of substantially all provisions of the Act by January 2014. The business plan provides a review of the objectives and how these will guide the operations of the RHRA for the balance of this fiscal year and beyond.

Mission and Mandate

The RHRA's mission is to improve the lives of residents in Ontario retirement homes.

The RHRA accomplishes this mission by effectively fulfilling its mandate to administer Ontario's *Retirement Homes Act, 2010*.

Vision

The RHRA's vision is that all retirement home residents in Ontario:

Feel Right at Home

Values

The following values guide everything the RHRA does:

- **Excellence**
The RHRA strives for organizational and regulatory excellence by setting and attaining high standards and acting with integrity.
- **Fairness**
The RHRA will be fair and equitable in considering perspectives and will make decisions balanced in the interest of consumer protection.
- **Accountability**
The RHRA will be transparent and accountable in developing and administering policies, processes, communication, business and regulatory activities.
- **Collaboration**
The RHRA will work collaboratively with those who share a commitment to achieving goals of resident safety, respect and dignity within retirement homes.
- **Efficiency and Effectiveness**
The RHRA will make optimal use of resources (financial and human capital) to achieve its mandate and meet performance targets. The RHRA will use a risk-based approach to decision making and build on established knowledge and best practices.

Government Relations

The RHRA is accountable to the government through written legal agreements, a Memorandum of Understanding and transfer payment agreements which govern start-up funding provided by government. The RHRA reports to the Minister Responsible for Seniors, as designated by the Crown. The current Minister is the Honourable Linda Jeffrey. The area in government that supports and oversees the government's relationship with the RHRA is the Ontario Seniors' Secretariat. In its dealings with government, the RHRA administers the Act and provides policy advice. In addition, collaboration on public and stakeholder communications and other consultations provide consistent guidance to both the public and the retirement home sector.

Board of Directors

The current interim Board of Directors consists of five members that were appointed by government in January 2011. The Act provides for a permanent board of up to nine members, with a minority of the members appointed by government. The Minister Responsible for Seniors approves criteria and the process for the constitution of the permanent board expected to be in place by the end of 2012. The requirements to enable the establishment of the permanent board that will be completed in the current year include:

- Creation and approval of a Board of Directors Nominations Policy;
- Creation and approval of By-law Number 2 – Board of Directors Election By-law;
- Establish a Nominations Committee of the Board of Directors;
- Seek and qualify potential members/directors;
- Receive appointed members by the Lieutenant Governor in Council;
- Election of up to five members by the current interim board;
- Constitute permanent Board of Directors; and
- Establish Director Orientation Program.

The RHRA's Board of Directors is responsible for stewardship, including oversight of the organization and taking a leadership role in the development of the organization's strategic direction. The board and management monitor emerging governance best practices, and act to adopt those that best serve to strengthen the RHRA's governance regime.

Policy Development

The RHRA will continue its development as an effective regulator governed by policy positions that reflect current legislation, best practices and experience in the retirement home sector. The following is a summary of important initiatives that the RHRA will complete during the year:

- Develop the RHRA Compliance and Enforcement Policy;
- Develop corporate compliance program, together with an auditing regime and reporting of results to the Board of Directors;
- Develop RHRA privacy program and educate all RHRA staff members on the program;
- Convene roundtable discussions about the new legislation and its impact on retirement home financing;
- Develop new licence application forms and a guide as further sections of the Act are proclaimed; and

Complete remaining licensing, compliance and enforcement policies and procedures prior to the proclamation dates of additional requirements of the Act and regulations.

Retirement Home Sector Engagement

The RHRA has the authority to educate, license and inspect retirement homes to ensure they meet prescribed standards and will help keep Ontario's seniors safe. The safety and well-being of seniors is its top priority. The RHRA is independent of industry and is not self-regulating. The government of Ontario is responsible for enacting legislation and regulations that govern the sector and the mandate of the RHRA. The RHRA provides education and consults with the retirement home sector to promote compliance with standards to ensure homes understand and strive to comply with the Act and regulations. The RHRA consults regularly with individual homes, trade associations and other industry representatives on matters of common interest, such as the fee structure, licensing, compliance and governance issues, including policy development and representation on boards and committees. The common objective of the retirement home sector and the RHRA that provides the basis for these various forms of engagement is to keep retirement homes open and safe.

The RHRA is responsible for administering and enforcing the Act and regulations. The Act, in section 16, provides the objects of the RHRA. Through interaction with a broad stakeholder community, including government, retirement homes, residents and other interest parties, the primary regulatory activities of the RHRA have been determined to be:

Inform: Inform the public and educate the retirement home sector and residents about the Act, regulations and the role of the RHRA.

License: License retirement homes and maintain a Public Register.

Inspect: Inspect retirement homes using a risk-based approach, oversee compliance and enforce the Act for the protection of residents.

In May 2011 the government proclaimed sections of the Act and regulations to require the RHRA to respond to the reporting of harm or abuse, or risk thereof, of retirement home residents. Upon receipt of such a report, the RHRA conducts inspections, as appropriate, to reduce the risk of harm to residents. Provisions proclaimed on July 1, 2012 provided for additional jurisdiction and powers of the RHRA, principally in the area of licensing, compliance and enforcement. As further sections of the Act and regulations are proclaimed, as described in Appendix III – Phasing of the Act, the RHRA will gain powers to inspect, review compliance and, if necessary, enforce provisions of the Act and regulations in additional areas. While compliance and enforcement will provide for the Act and regulations to be demonstrated in the retirement home sector, the RHRA also considers its role as an educator to be of importance. The RHRA will strive to improve the knowledge about the Act in retirement homes

and in the broader community. Through this educational role and stakeholder outreach, it is expected that the consumer protection measures of the Act will become more widely known, leading to an overall increase in the level of safety for residents. These activities are further described in Appendix II – Stakeholder Relations and Performance Initiatives sections.

Regulatory activities focus on implementing risk assessment measures that provide for consumer protection and to assist Registrar decisions concerning retirement home compliance with sections of the Act and regulations. To assist operators in transitioning to a greater level of awareness and familiarity with the Act and regulations, the government of Ontario will implement sections of the Act in phases, and to inform both operators and the public, the RHRA has posted the phasing elements on its website. An extract from that document is provided in Appendix III – Phasing of the Act. The phasing of further sections of the Act and regulations will impact RHRA priorities and activities beyond the current fiscal year as these sections are proclaimed.

Risk-Based Approach

RHRA decision making must be driven by the basic premise of consumer protection. Through discussion with government and industry, the RHRA developed a risk-based approach to licensing and compliance. Risk-based licensing and compliance recognizes that retirement homes applying for a licence will have differing levels of readiness to comply with the Act. The RHRA will focus more time and resources to license, educate, monitor and oversee homes where residents may be at more risk and homes that are at risk for not complying with the Act.

Licensing

With the implementation of Phase 2 on July 1, 2012, all homes that meet the definition of a retirement home in the Act must have applied for a licence from the RHRA if they are to remain in compliance with the Act and regulations. All homes that applied by that date are deemed to have a licence, in order to bring them under the provisions in force, until the application is assessed and a licensing decision is made. The RHRA is focused on reviewing and assessing the applications for the more than 670 homes that have applied to determine whether a licence will be issued to each home. The purpose of risk-based licensing is to focus RHRA resources where compliance concerns and resident protections require the most attention.

The RHRA developed criteria to guide risk assessment for licensing through industry/stakeholder consultation. These risk criteria are used in conjunction with requirements for issuing a licence set out in the Act relating to the demonstration of: competency to operate, past conduct, and satisfying prescribed and other requirements.

To manage the risk associated with licensing higher-risk homes, the Act specifies that the RHRA may issue licences subject to conditions. Where there are significant concerns for resident safety, the Registrar may refuse to issue a licence or revoke a licence that has been issued. These Registrar decisions may be appealed by a retirement home operator through the Licence Appeal Tribunal. Further compliance measures and program development will occur in recognition of provisions currently in force, and in anticipation of the requirements of additional phases of the Act. Attention will also be given to those homes that may be covered by the Act but the owner/operators have not applied.

Compliance

Risk-based licensing is supported by additional compliance measures and program development that will occur in recognition of provisions currently in force, and in anticipation of the requirements of additional phases of the Act that will be enacted. The RHRA will focus more time and resources to license, educate, monitor and oversee homes where residents may be at more risk and homes that are at risk for not complying with the Act. Homes that demonstrate the competency to meet or exceed the requirements of the Act will require less focus from the RHRA and those with best practices will contribute to raising the level of care and protections across the province.

A major principle of the risk-based approach is that homes with strong track records of compliance may be subject to a lighter burden with respect to demonstrating compliance with the Act, for example, through less frequent inspections.

To support mandatory reporting, and in keeping with the mandate to educate and inform, the RHRA handles inquiries and concerns from residents, applicants and other members of the public regarding retirement homes in Ontario and complaints related to the administration of the RHRA. Questions, comments and complaints may be submitted by email, by phone or through written correspondence. Intake staff collect basic information initially, provide self-help guidance to the correspondent and may refer the caller depending upon the nature of the concerns and the information provided by the correspondent. In many cases, the correspondent is able to resolve the concern by speaking with the retirement home directly. In some cases, the RHRA intake staff may work with the correspondent and the operator in effort to achieve a satisfactory resolution to concerns. Complaints relating to the administration of the RHRA are similarly managed and any such complaints and their resolution are reviewed by management.

There is also a formal complaints process set out in the Act that relates to appeals of Registrar decisions. The sections governing this process, which include the appointment of a Complaints Review Officer by the Board, are part of the phased implementation of the Act and are not yet in force.

The RHRA recognizes the importance of facilitating access to French language services for members of francophone communities across the province. To support this, as well as compliance with provisions within the Act, the RHRA has a French Language Services Delivery Policy posted on its website. The RHRA has, and will continue to ensure, that communications, information and notices with respect to RHRA dealings with licensees, residents and the public are made available in French in accordance with legislative requirements.

Performance Initiatives for Fiscal 2012/2013

One of the primary requirements of the RHRA as it commences active operations in licensing and compliance activities in the current year is continuing to build capacity as a leading regulator. Performance indicators are oriented toward targets that will position the RHRA for success as a regulator after its start-up and implementation phase is complete.

As the RHRA further evolves, performance measures will focus upon the expected outcomes from having a greater presence in the retirement home sector that promotes consumer protection and resident safety. The focus areas for 2012/2013 are Regulatory, Human Capital, Partnerships and Organizational Sustainability, all of which are further described in the table below.

Regulatory

Objective	Target	Performance Indicators
Use risk assessment to guide regulation and RHRA operations	<ul style="list-style-type: none"> Build risk-based programs for licensing, inspection, compliance and enforcement. Develop an enterprise-wide risk management (ERM) program. 	<ul style="list-style-type: none"> Implement risk-based licensing and compliance programs. Decisioning for substantially all 2012 licence applications by March 31, 2013. All non-compliance occurrences addressed with operators. Implement Phase 1 of Enterprise Risk Management program.
Establish Public Register	<ul style="list-style-type: none"> Maintain accurate information about retirement homes and make this information publicly available. 	<ul style="list-style-type: none"> Maintain Public Register within defined standards.
Educate and inform the sector and the public about the Act and RHRA	<ul style="list-style-type: none"> Develop operator educational materials about the Retirement Homes Act, RHRA mission and operations. Develop consumer protection educational materials to build awareness of the Act and the RHRA. 	<ul style="list-style-type: none"> Produce and distribute educational materials to sector and the public. Develop media strategy.

Human Capital

Objective	Target	Performance Indicators
Establish the organizational capacity and competence to effectively regulate retirement homes	<ul style="list-style-type: none"> The RHRA will develop its organization through assembling and retaining a talented staff complement with a variety of relevant experience. It will establish a culture of performance through active management, and take a systemic approach to organizational learning. The RHRA will use its core mission to drive the allocation of its human capital and will provide a rewarding workplace for its staff. 	<ul style="list-style-type: none"> Implement a performance management and evaluation program organization-wide. Develop and initiate a comprehensive staff training program. Achieve voluntary turnover rate of less than 10%. Evaluate the staffing structure based on the data and information obtained during the licensing phase of implementation.

Performance Initiatives for Fiscal 2012/2013

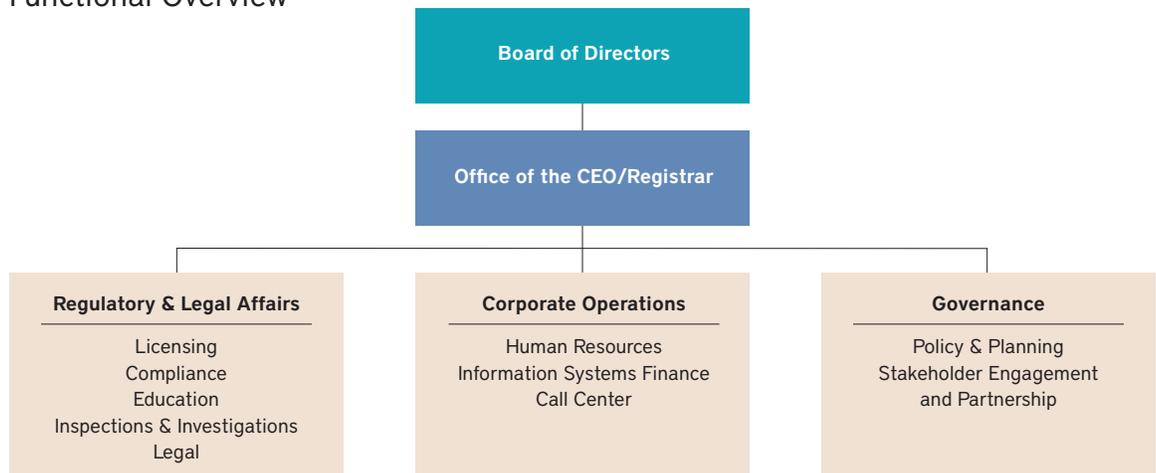
Partnerships

Objective	Target	Performance Indicators
Build effective partnerships with operators, residents, community partners and the public	<ul style="list-style-type: none"> • Implementation of strategic communications and stakeholder engagement strategy. • Facilitate regular communication between the RHRA and operators. • Development of educational materials. 	<ul style="list-style-type: none"> • Execute stakeholder communication plan. • Establish media monitoring and analysis. • Conduct surveys of RHRA effectiveness; engage in public speaking engagements. • Establish a baseline of website performance metrics.

Organizational Sustainability

Objective	Target	Performance Indicators
Create and run an efficient organization that is operationally and financially stable	<ul style="list-style-type: none"> • The RHRA will be a modern regulator that utilizes all of its resources efficiently to fulfill its mandate. • Excellence will be delivered through all operational processes by observing sound risk management principles. • Performance management indicators will be developed to evaluate results. • IT resources will be developed and used to allow effective measurement. 	<ul style="list-style-type: none"> • Develop dashboards for regular monitoring. • Complete implementation of licensing and compliance system. • Implement time management and reporting system. • Develop cash flow and funding model. • Implement comprehensive planning model.

Functional Overview



Finance

The current fiscal year will be a transitional one as the RHRA evolves as a financially self-sustaining enterprise. In fiscal 2011-12, the RHRA was funded solely by government. With the implementation of licensing and compliance sections of the Act, the RHRA is empowered to assess fees upon retirement homes for activities it must conduct to carry out its mandate. Summary financial information is provided in Appendix I.

The RHRA fiscal plan was initially developed based upon incomplete data concerning the size and breadth of the retirement homes sector. Since licensing commenced, more precise information has been acquired to allow the RHRA to refine its estimates.

The Interim Fee Setting Policy (posted on the RHRA website) was subject to rigorous review by the Board and consultation with government and sector representatives. The main sources of funding from fees will be Licence Application Fees and Annual Licence Fees. The former is to provide for effort required to review, assess and, if necessary, conduct inquiries and site visits to retirement homes for the purposes of determining whether to issue a licence. Annual Licence Fees provide for the cost of ongoing regulatory and operational requirements to administer the Act and enforce regulations.

The Interim Fee Setting Policy provides for other fees to be assessed. These fees are driven by retirement home operations or requests, and include additional inspection costs, special requests or recovery of costs for such matters as enforcement. Since the RHRA is only commencing sector-facing operations in the current year, there is uncertainty about the frequency of such activities being requested or required. Accordingly, until experience is gained, no revenue from these sources has been included in the fiscal plan.

Expenditures are driven primarily by compensation costs. The RHRA's human resource plan provides for sufficient front line and administrative resources to meet its regulatory mandate, pending further experience primarily related to inspection and enforcement requirements. The remaining expenses provide for the training and support infrastructure for the staff complement.

Capital expenditures will be made to complete remaining infrastructure investments. While these include routine purchases such as staff computers and desktop software, the most significant investment will be in a licensing and case management system. This system will be used to capture home data and provide for ongoing monitoring of home activities. Fees assessed in the current year will be supplemented by a measure of government funding to complete start-up infrastructure investments in program development and information systems.

Fiscal sustainability also requires that unforeseen developments be anticipated and provided for. In the initial years of its development, the RHRA will seek to gradually establish adequate financial reserves to cushion the impact of such unforeseen developments, consistent with practice established by similar not-for-profit enterprises.

Emergency Fund

The Act provides for the establishment of an Emergency Fund to which, on January 1, 2014 and thereafter, retirement home residents or former residents may apply for reimbursement of certain additional costs incurred to obtain accommodation as a result of an emergency from loss or damage to home, in which they were a resident, and the home was unable to safely provide the normal accommodation or care in the home to the individual. Administrative penalties assessed and collected under the Act must be paid into the Emergency Fund. The RHRA will determine during the current fiscal year whether, the extent to which and the timing of any payments that it must or will make to the Emergency Fund and determine the impact that will have on the RHRA budget estimates and any subsequent impact on fees in 2013-14.

Human Resources

The success of the RHRA as a new regulatory body depends primarily upon the skill, engagement and commitment of its staff resources. In this formative development year, additional resources (primarily for inspection and compliance) will be added to complete program development, in anticipation of further compliance requirements being proclaimed.

The RHRA's human resource plan envisions approximately 70% of staff resources deployed directly in regulatory affairs. The resource plan includes the elements necessary for the success of every enterprise: effective planning, recruitment of a cross section of skills and experience, sufficient training and development, competitive compensation and performance management.

The considerations that guided the development of the human resource plan have been and will remain as follows:

- building a lean enterprise mindful of fiscal constraints
- aligning resources with a risk-based approach to regulation
- focusing on core regulatory operations
- organizing for peak performance/efficiency
- building a structure that is scalable with the size of the regulated sector and regulatory requirements
- facilitating professional development, performance enhancement and organizational succession planning

Information Technology

The RHRA has developed and approved an Information Technology (IT) Vision, which is to provide relevant technology to support the RHRA in achieving its business goals. The guiding principles to support the vision are:

- solutions will be selected to meet the functional requirements for the RHRA to deliver services
- current resources and capacity will be optimized by leveraging and building on new systems and infrastructure
- cost-effective solutions will be used to automate workflows and data capture
- meet growth and flexibility needs with technologies that provide a virtual and easily configurable environment
- be consistent with access, security, redundancy and availability requirements
- phased and practical approach to implementation that provides recognizable value and controls risk

The information management needs of the RHRA are both routine and complex. Day-to-day administration needs will be met with ubiquitous desktop applications. The more complex information management requirements arise in the registration and case management areas. There is a need to ensure that information is accessible, secure, accurate and timely. It is through these means that operational effectiveness can be measured and monitored. In addition, the requirements for monitoring and acting upon compliance matters demand that the basis for the regulator's decisions and actions are properly documented and stored. These collective requirements will be the focus of the implementation of a comprehensive IT platform.

The RHRA will further develop detailed business requirements to issue a request for proposal for a service provider to supply, and potentially host, the information system that will support regulatory operations. This information system must provide for capacity and growth, align with the RHRA's resources and IT support, comprise effective information and business processes and have the ability to provide an offering to external stakeholders. The process to implement this platform will be completed during the fiscal year with a planned implementation date of the first phase by the end of the fiscal year.

Enterprise Risk Management

Governance and organizational development and sustainability will be enhanced through the creation of an initial enterprise risk management policy and a framework for applying the policy to RHRA's operations. The framework will provide for key tenets of effective risk management, including objectives, risk identification, risk assessment, risk treatment/mitigation, monitoring and reporting. Current year initiatives will further develop application of the framework.

Appendix I – Summary Financial Forecast

	2012 /2013	2011/2012	Change
\$000s			
Revenues			
Application Fees	783	-	783
Annual Licence Fees	4,111	-	4,111
Government Funding	1,150	5,900	(4,750)
Total Revenues	6,044	5,900	144
Expenses			
Compensation	3,963	2,791	(1,172)
Occupancy	252	287	35
Other Administrative Costs	1,224	742	(482)
Total Expenses	5,439	3,820	(1,619)
Excess of Revenue over Expenses	605	2,080	(1,475)
Capital Expenditures (not included above)	512	243	269

Financial Review

Application fees for 2012/2013 represent the amounts expected to be collected upon the initial licensing of homes. Ongoing application fees beyond the current fiscal year are not expected to exceed \$50,000 annually. Annual Licence Fees are for the nine months ending March 31, 2013. On an annualized basis, these fees are expected to amount to approximately \$5.5 million, if no fee changes are made. Government funding will cease after the current fiscal year.

Compensation costs include remuneration for directors, employees and associated benefits and payroll taxes. Administrative costs in the current fiscal year include various amounts relating to start-up costs that will not be recurring.

The RHRA's ongoing revenues are forecast to provide for all normal operating expenditures, including capital asset purchases. Appropriate provision for contingencies, to provide for unexpected negative variations in either revenues or expenditures, will be made as financial circumstances allow. This may include providing a measure of funding of the statutory Emergency Fund.

Appendix II – Shareholder Relations

The RHRA provides outreach and works with a variety of stakeholder groups. Stakeholders and associated RHRA engagement goals for 2012/2013 are summarized in the table below.

Stakeholder	Engagement Goal
Residents/ Family Members/ Public	Increase awareness of their rights and responsibilities and those of the retirement home sector under the Act; provide information and resources regarding retirement homes through a Public Register, fact sheets, resident survey, resident and community information brochures, etc.
Owners/Operators of Retirement Homes	Provide education to ensure operators understand the phased requirements of the Act and regulations, support consumer confidence in the retirement home sector through monitoring and measuring compliance with the Act, and supporting consistent care standards within the sector.
Industry Associations/ Advocacy Organizations	Work in collaboration, building on their expertise, seeking advice and input on resident protection and education issues.
Government	Engage and collaborate with government partners including Ontario Seniors' Secretariat, other ministries such as the Ministry of Health and Long-Term Care, and delegated administrative authorities to support the RHRA mandate and administrative responsibilities.

Stakeholder Advisory Council

The Stakeholder Advisory Council (Council) was established by the Board in February 2012. The purpose of the Council, as set out in its Terms of Reference, is to provide advice to the RHRA on matters pertaining to the mandate of the RHRA and consistent with the principles of the Act.

Appendix III – Phasing of the Act

The following is a list of the key care and safety standards and other requirements for retirement homes in each phase. The complete list of the requirements is contained in the Act and regulations.

Phase 1 – April 15, 2012

- The May 17, 2011 interim protections remain in force, including:
 - Mandatory reporting of harm or risk of harm to residents
 - Protections for whistle-blowing
 - Powers and duties of RHRA inspectors and investigators under the Act
- The RHRA opens for licensing: licence applications accepted and the Registrar begins to make licensing decisions
- The RHRA Public Register (which will contain information about applicants and licensees) will be established and made available online

Phase 2 – July 1, 2012

As of July 1, 2012, all retirement homes must have a licence to operate. Homes operating on July 1, 2012 either must have received a licence from the RHRA Registrar or have submitted a licence application to the RHRA by July 3, 2012.

- Licensees must take measures to protect residents from abuse by anyone and neglect by a staff member; for example, homes must have and follow a written policy to promote zero tolerance of abuse and neglect of residents
- Prohibition on the use of restraints, unless in accordance with the Act and requirements relating to the use of personal assistance services devices (PASDs)

- Mandatory training for staff before they start work in the home (for example, regarding the Residents' Bill of Rights, the home's policy to promote zero tolerance of abuse and neglect, whistle-blowing protection, fire prevention and safety)
- Posting of information in the home including the Residents' Bill of Rights, the licence for the home, and an explanation of the measures to be taken in case of fire
- Home must enter into a written agreement with every resident of the home before residency, and provide residents with a package of information before residency
- Other requirements and duties, including: allowing residents to form a Residents' Council; responding to incidents of wrongdoing; a written procedure for a person to complain to the licensee and for responding to complaints; no interference with the provision of care services by an external care provider; maintaining staff and resident records in accordance with the Act; reductions in care services must be in accordance with the Act

Phase 3 – January 1, 2013

- Standards relating to the care services in the Act (e.g. administration of a drug, skin and wound care, assistance with dressing, feeding and ambulation)
- Safety standards (e.g. temperature control, pest control, and food preparation)
- Licensees must assess new residents and develop a plan of care based on the assessment, and provide information about alternatives to living in the retirement home if an assessment indicates that a resident meets certain criteria set out in the regulations
- Safety plans (emergency and infection control) and staff training on plans

Appendix III – Phasing of the Act

Phase 4 – July 1, 2013

- Requirements relating to ceasing operations
- Assessment and plan of care for certain residents (e.g. those requiring a PASD)
- All direct care staff must receive additional training (e.g. relating to abuse recognition and prevention, behavioural management, and mental health issues)
- Ongoing training for all staff working in the home, and training of volunteers in certain areas (e.g. relating to the home's emergency plan and infection control program)
- Requirements relating to holding resident money in trust (trust accounts)

Phase 5 – January 1, 2014

- Assessment and plan of care for certain residents residing in the home before January 1, 2013 (those not requiring a PASD)
- Police background checks for staff members and volunteers before working or volunteering in the home
- Mandatory extra expense insurance to cover the costs of providing alternate accommodation and care to residents in response to loss or damage to the home



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