

**To:** Retirement Homes Regulatory Authority (RHRA)

**From:** Daniel Dharmasurya, Research Analyst | Pollara Strategic Insights

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**Re:** *Executive Summary: Stakeholder Survey*

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We are pleased to present this executive summary of key findings from the Effectiveness Survey for Stakeholders. This document will outline some of the most important findings from quantitative survey research conducted with three groups of stakeholders of interest to the Retirement Homes Regulatory Authority (RHRA): licensees and operators, key stakeholder organizations, and Residents' Councils and other similar resident groups.

The main finding from all three surveys is that all groups have positive impressions of the RHRA. In fact, the more people know about the RHRA and use its resources, the greater their positive evaluation becomes. Therefore, the main challenge for the RHRA is to target those who have little knowledge of the RHRA or do not use its resources, and get them to increase their knowledge and participation in programs.

## LICENSEES AND OPERATORS

Overall, from the perspective of licensees and operators, **the RHRA has done an excellent job in reaching out and making a positive difference in retirement homes**. On key metrics such as familiarity with the RHRA and its roles, importance of the RHRA, and impact of the RHRA on their retirement homes, licensees and operators gave strong scores. While there are areas of opportunity for the RHRA to improve, these should be regarded as minor areas that could be tweaked, instead of grave corrections to RHRA's performance.

In terms of evaluating the RHRA as a whole, 85% (nearly six-in-seven) of licensees and operators said they were "very familiar" with the RHRA. Nearly half (45%) think the RHRA is "very important" to their retirement home (41% think it is only "somewhat important"), and 61% think the impact of the RHRA on their retirement home is "positive" or "very positive". In other words, as a group, licensees and operators are aware of the work RHRA does and feel it has a positive impact on their homes.

Furthermore, when it comes to the roles of the RHRA (licensing retirement homes, maintaining a public register, etc.), licensees and operators gave very positive scores on familiarity,

importance, and satisfaction. When asked how familiar they were with roles, total familiarity among licensees and operators ranged from 95% to 99%, depending on the role. Similarly, importance scores for each of the roles ranged from 90% to 99%. While satisfaction scores among licensees and operators were lower (from 76% to 90% satisfied, depending on the role), those scores should not be considered disappointing in comparison, since the results in familiarity and importance and truly outstanding.

The areas of opportunity for the RHRA among licensees and operators revolve around the communications materials and resources they offer. First, among communications materials, the annual report tested much lower than other materials such as the website and forms. Second, licensees and operators could be encouraged to transmit more RHRA resources to residents' families/the general public. (Less than one-in-three licensees and operators, or 32%, say that they always share printed material with these people.) Finally, attendance at in-person events is low, compared to the much higher attendance at web events: only 32% say they have been to an in-person event, while 78% of licensees and operators have been to a webinar. Since those who do attend in-person events are satisfied with them, they would certainly have a positive impact on people who have, until now, been unable to attend them.

A key driver analysis was conducted by Pollara to see what were the most important factors in improving overall satisfaction with the RHRA among licensees and operators. Potential drivers consisted of the impact of the RHRA on their retirement home, the importance of the RHRA, satisfaction with the inspection process, and satisfaction with the RHRA's roles. The primary driver was whether licensees and operators felt the impact on their home was positive or negative. A secondary driver was satisfaction with the inspection process. Improving these areas will have the greatest effect on improving overall satisfaction.

## KEY STAKEHOLDER ORGANIZATIONS

As with licensees and operators, people at key stakeholder organizations felt they were familiar with the RHRA and had good impressions of it. However, when it came to specific details about the RHRA, they had some uncertainty over how to rate their satisfaction. This difference is unsurprising given that stakeholder organizations did not say they used RHRA's communication materials regularly, and they were more likely to interact with on a monthly, instead of day-to-day, basis. In other words, exposure to the RHRA is limited.

When it came to RHRA resources, the public register was highly regarded and most commonly cited as a resource stakeholder organizations used.

As a smaller group, stakeholder organizations are difficult to generalize about, due to the ability of a few respondents to skew the results. That said, the overall picture among key stakeholder organizations is that the RHRA has done a good job in making itself known to stakeholders and is providing them with the clear, useable resources.

## RESIDENTS' COUNCILS AND OTHER GROUPS

Residents' Councils, and other similar resident groups at retirement homes, **have positive opinions of the RHRA**. However, **these positive opinions are tempered by limited knowledge of the RHRA**. Compared to licensees and operators, they are more likely to give ambiguous, uncertain, and "I don't know" responses; however, they are not more likely to give negative responses.

The knowledge level of Residents' Councils and other resident groups is best described as moderate. Most of them said their knowledge level of the RHRA was "some" (62%) as opposed to "a lot" (15%) or "none" (19%). This contrasts greatly to the 85% of licensees and operators who said they were "very familiar" with RHRA.

Despite this lower level of knowledge, importance levels among Residents' Councils and other resident groups with the RHRA's roles is high – very similar to licensees and operators. When asked how important they found the RHRA's roles, Residents' Councils and other resident groups rated importance from 91% to 97%: as with licensees and operators, all responses were in the 90s. Furthermore, RHRA's resources, such as the Bill of Rights poster and inspection reports, were very visible and were found to be useful.

We also looked at key drivers of overall satisfaction level of Residents' Councils and other resident groups. Potential drivers consisted of the importance of the RHRA, satisfaction with the intake line and inspection experience, evaluation of the website, and satisfaction with the RHRA's roles. The primary driver was the satisfaction with the RHRA in the role of enforcing retirement homes' compliance with the *Retirement Homes Act, 2010* and regulations. Improving scores there will lead to the greatest changes in overall satisfaction.

## CONCLUSIONS

Overall, the key message of the three stakeholder studies is that while **people with knowledge and experience with the RHRA rate it positively, not everyone has that knowledge and experience**. In other words, the more people know about the RHRA, and the more they use the RHRA's resources, the more satisfied they will become. As a result, the obvious strategy for the RHRA to improve satisfaction is to raise awareness of the organization and its roles, and encourage usage of their resources.

We can illustrate this gap between experience/knowledge and greater satisfaction in a number of ways. For example, among licensees and operators, evaluation of in-person events is very high, but attendance is low. Among Residents' Councils and other resident groups, satisfaction with the inspection experience is high, but very few recalled participating in them. Few used

the intake line, but those that did had a positive experience. (Although in this case, we hope increasing usage of the intake line stems from more informational inquiries, not complaints.)

One interesting way to increase satisfaction across groups is to encourage licensees and operators to become ambassadors for the RHRA. For example, satisfied licensees and operators could be encouraged to share more RHRA printed materials with residents. These materials are high quality, and would in turn increase knowledge levels among the Residents' Councils, boosting their overall satisfaction.

## METHODOLOGICAL NOTES

The licensee and operator survey was conducted online between June 17-July 27, 2015. Results for this group are based on interviews from 163 individual licensees and operators, with a margin of error of  $\pm 6.7\%$ , 19 times out of 20.

The key stakeholder organization survey was conducted online between June 17-July 31, 2015. Results from this group are based on surveys completed by 11 different stakeholder organizations.

The residents' council and other groups survey was conducted by mail between July 6 and August 17, 2015. Surveys were mailed to all retirement homes, either addressed to its residents' council or, if none was identified, asking for a response from a similar group at the home. Results are based on 110 different councils or other groups, for a margin of error of  $\pm 8.6\%$ , 19 times out of 20.

For further details on any of the topics raised in this summary, the full report contains in-depth details on all questions asked in the survey.