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POSITION PROFILE

RETIREMENT HOMES REGULATORY AUTHORITY (RHRA)

Director, Regulatory Operations

June 2018



Client Organization: Retirement Homes Regulatory Authority (RHRA)
Position Title: Director, Regulatory Operations
Reports to: Chief Executive Officer/Registrar
Location: Toronto, Ontario



THE ORGANIZATION

The Retirement Homes Regulatory Authority (RHRA) is an independent, self-funded (through licensing and annual fees), not-for-profit corporation established by the Ontario government under the Retirement Homes Act, 2010. The RHRA is accountable to the government through the Minister Responsible for Seniors and through a written Memorandum of Understanding (MOU). The guiding principle of the Act is that a retirement home should be a place where residents live with dignity, respect, privacy and autonomy in security, safety and comfort and can make informed choices about their care options.

The RHRA administers the Act on behalf of the government. In keeping with its mandate to improve the lives of residents in Ontario’s 740 retirement homes, staff perform a range of duties related to the RHRA’s strategic objectives, which include:

- Informing and educating the retirement home sector, residents, and the public about the Act, regulations and role of the RHRA
- Licensing retirement homes and maintaining a public register
- Inspecting retirement homes using a risk-based approach, overseeing compliance with the regulations and care standards and enforcing the Act for the protection of residents.

Today, the RHRA is in the first year of a new Five Year Strategic Plan 2022. The RHRA is fundamentally shifting its approach in how it regulates and supports retirement homes in Ontario. This new vision and roadmap charts the course over the next five years as the RHRA continues to protect and support seniors living with confidence and dignity in Ontario retirement homes. Additionally RHRA will employ the most effective means to encourage and achieve compliance, to reduce harm, to support residents and families in making informed choices, and to enable a strong and diverse sector.

THE OPPORTUNITY

The Director, Regulatory Operations is responsible for developing, providing leadership of, and executing the overall strategic and operating plan for RHRA’s core regulatory programs, to achieve the organization’s mandate under the Retirement Homes Act, 2010 (‘the Act’) and its Regulations. The Director leads and has oversight of all regulatory functions including: Intake, Licensing, Complaints, Inspections; and Compliance Support. Total direct/indirect reports approximate 23. The Director will ensure alignment of unit plans and programs in order to deliver on key strategic goals of enhancing RHRA’s regulatory approach through the use of data analytics, informed decision making, and transparency of actions, while monitoring the RHRA’s execution and operational effectiveness.

KEY RESPONSIBILITIES AND ACCOUNTABILITIES

Strategic & Business Leadership

- Supports the CEO/Registrar in the overall leadership of RHRA’s regulatory matters, partnering with other functional leads in the RHRA to align programs that fulfill the organization’s mandate.
- Provides support to the strategic leadership and management of the overall organization including: identifying and assessing strategic issues and risks; participating in strategic and risk discussion, providing recommendations and managing strategic initiatives, as assigned.



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- In collaboration with other members of the Senior Leadership Team, establishes organizational and functional unit priorities, targets, and performance plan, annually.
- Refines and operationalizes the organization's strategic priorities to a more granular level, and filters targets to each sub unit within the function.
- Participates in Board, committee and council meetings as delegated and ensures appropriate leadership for and/or contribution to Board processes and materials.

Program Delivery - Planning, Development and Monitoring

General

- Leads the development of and modification to programs to assure achievement of functional area objectives.
- Develops internal regulatory education and training programs.
- Oversees the implementation and management of day-to-day operations of each functional area, including establishment and maintenance of appropriate functional distribution, management and staff competencies and professionalism on the team, and management control metrics to measure performance.
- Works to ensure proper reporting of violations or potential violations to duly authorized enforcement agencies as appropriate and/or required.
- Develops, implements, reviews and maintains an effective system for identifying, reporting, tracking, trending and recommending action(s) upon retirement home operators for violations of the Act.
- Oversees the operational elements of issues related to regulatory actions; enforcement action considerations, and generally incident management when homes are not meeting expected standards.
- Identifies, assesses, informs and recommends action to the Registrar of internal and external operational issues and risks that affect the organization.
- Prepares and provides periodic and ad hoc reports to the CEO/Registrar and others as requested, on program activity, efficiency, effectiveness and risks.

Intake & Complaints

- Through the applicable manager(s), is responsible for directing the organization's intake & complaints programs, which includes systems, policies and procedures for the identification, collection, analysis and escalation of compliance related information.
- Supports the CEO/Registrar by establishing management practices to monitor and oversee formal complaints processes, ensuring that complaints are resolved or escalated to the CEO/Registrar within established policy.
- Supports the Complaints Review process and ensures that operational requirements and designated liaison is in place.

Licensing

- Through the applicable manager(s), is responsible for directing the organization's licensing program, which includes systems, policies and procedures for the identification, collection, analysis, escalation and resolution of licensing related information, keeping accurate/complete internal records in a manner that meets standards expected of regulatory bodies.
- Evaluates, audits and, as necessary, develops and updates programs, policies, processes and practices to meet licensing standards in accordance with the Act and its Regulations, the RHRA mandate and direction.
- Trains and evaluates managers and staff on the licensing programs and their respective responsibilities in carrying out these programs.
- Acts as the final review of licensing actions, issues and recommendations, ensuring that they are objectively evaluated, investigated and documented, before presentation to the CEO/Registrar for



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decisions.

Inspections

- Through the applicable manager(s), oversees the processes and execution of inspection activities for the RHRA. This includes defining the approach and operating plan for inspections overall, including all routine, complaints-based, licensing and mandatory reports as well as any resulting follow-up inspections.
- Leads the development, implementation, review and maintenance of a system for thorough, defensible, and uniform inspections and evaluations of alleged non-compliance, including the delivery of final inspection reports that meet high standards of quality and sound regulatory practices.

Compliance Support

- Through the applicable manager(s), is responsible for establishing and directing the RHRA's compliance support program used to redress homes.
- Tracks effectiveness of compliance support activities and interventions and drives initiatives to improve outcomes.
- Recommends to the Registrar, and oversees any compliance efforts outside of specific enforcement actions (such as orders; conditions) in support of gaining licensee practices aligned within acceptable standards.
- Provides oversight to ensure proper tracking and monitoring of compliance actions, including identifying and planning for appropriate follow-up and documentation.

Public Register

- Assures appropriate strategy and risk consideration for the Public Register approach, ensuring that suitable processes and resources are in place for its maintenance and availability, as mandated by the Act.

Staff Management

- Ensures appropriate manager oversight, training and ongoing performance management of Regulatory Operations' resources.
- Responsible for establishing and maintaining a workforce plan to meet operational requirements and remains efficient.
- Leads and integrates work of the team to deliver effective results on time to achieve the team's goals, by giving advice, guidance and direction and facilitating the planning and organizing of the team's work.
- Acts as a mentor and facilitator to create and sustain a co-operative and supportive team environment through the sharing of information, actively working with staff to provide training and empowering them to attain optimal work performance with a high level of accountability to the unit, personal responsibility and self-management.
- Monitors progress of work, identifies risks in the delivery of priorities and implements timely resolution of issues.

Continuous Improvement of Processes/Practices of the RHRA

- Works with the organization's functional areas to assure that organizational processes, work flow designs and systems result in the overall conduct of operations in compliance with the Act and its Regulations.
- Continually improves operations to increase efficiency and effectiveness while also improving the stakeholder experience.
- Fosters and ensures the collaboration of all cross-functional areas, to direct licensing and compliance issues to appropriate existing channels for investigation and resolution.



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- Leads on establishing and maintaining good relationships within the organization and with external partners/stakeholders to understand and influence their activities and promote and enhance the organization's goals and reputation.
- Conducts research and produces statistical reports which quantify and describe Regulatory Operations programs' performance, and identify trends and quality improvement opportunities.
- Contributes to a workplace environment conducive to a high performing team by maintaining positive professional relationships with all members of the RHRA team; sharing expertise by participating in the training and development of others, and providing back-up for colleagues.

THE CANDIDATE

The ideal candidate will possess the following knowledge, experience, skills and attributes:

- Related post-graduate achievement or equivalent of education and experience.
- 10 + years of relevant experience with a focus on the development of standard procedures and management controls with demonstrated successes resulting from effective management monitoring practices. Ideally this experience includes oversight of an inspections program.
- Solid understanding or ability to quickly learn and comprehend the Act and its regulations, in order to effectively interpret requirements, develop appropriate policies/procedures relative to the operation and be a lead expert in the area.
- Strategic thinking and planning capabilities with demonstrated political acuity.
- Operational insightfulness and analytical thinking applicable to defining and overseeing inspections and client service functions.
- Excellent team leadership, coaching, project management and mentoring skills, with the ability to work in an open and consultative manner with colleagues/ peers/ subordinates to accomplish goals through influence, management and motivation. Willing to be hands-on when necessary.
- Experience in a similar capacity to understand relevant issues related to strategic planning, program management, regulatory compliance, consumer protection and public administration.
- Ideally the incumbent brings some knowledge of the retirement homes sector, seniors' health care and housing issues.
- Excellent communication and stakeholder skills with the ability to effectively represent the organization.
- Organized and detail-oriented, able to work well under deadlines in a changing environment and perform multiple tasks effectively and concurrently.
- Excellent verbal and written communication skills with the ability to be precise and direct in communicating to larger and smaller groups, internally and externally; and to prepare and oversee the development of high quality documents, senior level reports, correspondence, etc.
- Analytical, problem solving and resolution skills to plan and develop effective processes and programs and to identify impediments and implement/recommend approaches and strategies to resolve issues.
- Considerable judgment and discretion in dealing with retirement home licensees, often on complex, contentious and sensitive issues, in an accountable and transparent manner.
- Demonstrated qualities of diplomacy, decisiveness, a high degree of credibility, independence, integrity, confidentiality and trust.
- Computer proficiency with enhanced working knowledge of MS Office Suite.



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CONTACT INFORMATION

Please forward a cover letter and current resume to: Ed Perkovic, Director of Research, at eperkovic@amropknightsbridge.com

Should you have any questions regarding this exciting and challenging opportunity, please contact:

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