

## Implementation Plan on the Auditor General of Ontario’s Value for Money Audit Recommendations – April 21, 2021

On December 7, 2020, the Office of the Auditor General of Ontario (Auditor General) released its 2020 annual report. The report included the results of the Auditor General’s value-for-money audit of retirement homes oversight in Ontario, and it provided the Retirement Homes Regulatory Authority (RHRA) with recommendations. In the report, the Auditor General made 21 recommendations to strengthen RHRA’s ability to effectively fulfil our mandate.

RHRA appreciates that the report recognizes the organization’s considerable progress to date and encourages continued and accelerated focus on existing project initiatives, several of which are noted to be in alignment with its identified strategic priorities.

RHRA is committed to meeting its mandate to the fullest extent possible, and to sharing its progress in a robust and transparent manner.

Note: Statuses noted are based on RHRA’s self-assessment. Final assessment will be completed by the Auditor General of Ontario.



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<b>Recommendation #2</b>	To protect residents of retirement homes who may require increasing levels of care, and in some cases to the extent of level of care provided in long-term-care homes, we recommend that the Retirement Homes Regulatory Authority work in conjunction with Ontario Health, the Ministry of Long-Term Care and the Ministry for Seniors and Accessibility to:	<b>Status</b>
Action Items	<ul style="list-style-type: none"> <li>• resume and accelerate its work to develop different and appropriate approaches to regulate different types of retirement homes with consideration of the evolving resident health profiles;</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>• examine, reassess and identify the most efficient and cost-effective way to deliver support services in retirement homes for the safety and protection of residents;</li> </ul>	Not yet initiated
	<ul style="list-style-type: none"> <li>• implement an inspection process (assigning clear roles and responsibilities), as soon as possible that sufficiently addresses the increasing complexities and levels of care required for residents in retirement homes; and</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>• take more timely and rigorous compliance support or enforcement actions against retirement homes that do not provide adequate care services to residents.</li> </ul>	In progress

**Target Completion Date – Winter 2023**

- Steps Taken
- Sought and obtained approval of *Request for Information Policy* from Minister for Seniors and Accessibility to enable collection of aggregate resident profile information
  - Put in place dedicated resources to monitor and enforce compliance of retirement homes and provided compliance support to retirement homes
  - Planned resumption of licence classes evaluation project in fiscal year (FY) 2021/2022 Business Plan
  - Completed plans to add resources to compliance monitoring
  - Added resources to supplement online operator compliance assistance materials and mitigate the number of incidents requiring enforcement action

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Steps to be Completed

- Collaborate with MSAA in its comprehensive review of the Retirement Homes Act
- Review and assess enforcement process for improvements of non-compliant licensees

<b>Recommendation #3</b>	To allow it to make more effective, timely, data-driven decisions to strengthen the oversight of staffing and care services provided in retirement homes and support the Ministry for Seniors and Accessibility (MSAA) in developing policy on senior housing and care, we recommend that the Retirement Homes Regulatory Authority:	
Action Items	<ul style="list-style-type: none"> <li>• work with the Ministry to obtain the necessary approvals to collect needed information as soon as possible;</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>• in conjunction with the Ministry, establish processes to collect data on residents and retirement homes from other relevant organizations with consideration of appropriate processes to respect the protection of personal health information; and</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>• commence the collection, analysis and use of this information to inform policy development in this sector.</li> </ul>	In progress

**Target Completion Date – Winter 2022**

Steps Taken

- Sought and obtained approval of *Request for Information Policy* from Minister for Seniors and Accessibility to enable collection of needed information
- Submitted to Ontario Health data request on retirement homes residents waiting for placement in long-term care

Steps to be Completed

- Engaged in process to put in place a new technology platform to aid data collection

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<b>Recommendation #4</b>	So that risks and harm to retirement home residents can be more effectively reduced through more frequent and risk prioritized inspections, we recommend that the Retirement Homes Regulatory Authority	<b>Status</b>
Action Items	<ul style="list-style-type: none"> <li>expand the factors considered, beyond just inspection history, in its risk model for selecting homes for more frequent inspection.</li> </ul>	In progress

**Target Completion Date – Winter 2022**

<p><u>Steps Taken</u></p> <ul style="list-style-type: none"> <li>Submitted data request to Ontario Health on number of retirement homes residents waiting for placement in long-term care</li> <li>RHRA has been approved for data-sharing under the Ministry of Revenue Act to enhance our risk model with relevant financial indicators</li> </ul>
<p><u>Steps to be Completed</u></p> <ul style="list-style-type: none"> <li>Work is underway and will be reported next quarter</li> </ul>

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<b>Recommendation #5</b>	To confirm that retirement homes have appropriate infection and prevention controls in place, we recommend that the Retirement Homes Regulatory Authority:	<b>Status</b>
Action Items	<ul style="list-style-type: none"> <li>• put processes, including continuing use of its COVID-19 checklist, in place to assess whether all retirement homes have appropriate practices on infection prevention and control;</li> </ul>	Fully implemented
	<ul style="list-style-type: none"> <li>• routinely obtain data from public health officials on issues or concerns in retirement homes;</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>• regularly incorporate into its inspector training any lessons learned from public health inspections; and</li> </ul>	Not yet initiated
	<ul style="list-style-type: none"> <li>• going forward, request that retirement homes incorporate pandemic plans in their emergency plans that also address the requirement to include a personal protective equipment supply.</li> </ul>	In progress
<b>Target Completion Date – Winter 2022</b>		

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### Steps Taken

- Updated routine inspection forms to include additional infection prevention and control (IPAC) assessment focus areas
- Provided advice to Ministry for Seniors and Accessibility (MSAA) on recommended legislative changes to allow greater information sharing and on pandemic plans
- Developed and distributed IPAC Compliance Assistance Material to assist retirement home licensees and operators in understanding their obligations under the Retirement Homes Act as it relates to IPAC
- Shared information and reinforced the participation of retirement homes in IPAC Hubs
- Reinforced expectations related to IPAC
- Increased inspection resource capacity
- Working with the Canadian Red Cross to support retirement homes that have been escalated for additional IPAC and non-clinical staffing interventions
- Made resources [available online](#) to provide operators with COVID-19 materials and resources to support IPAC, including COVID-19 checklists
- Training and evaluation of compliance is amended on an ongoing basis as Chief Medical Officer of Health (CMOH) directives, MSAA recommendations and RHRA compliance standards change
- Continual use of COVID-19 checklist when significant IPAC concerns are identified through proactive outreach activities or information received from external sources

### Steps to be Completed

- Provide advice to MSAA in its comprehensive review of the Retirement Homes Act

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<b>Recommendation #6</b>	To return to its proactive, routine inspection process focused on resident safety, care and choices about their care options, we recommend that the Retirement Homes Regulatory Authority:	<b>Status</b>
Action Items	<ul style="list-style-type: none"> <li>• establish an appropriately prioritized action plan that includes targeted timelines to clear the backlog of proactive routine inspections, enhanced with additional infection prevention and control coverage;</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>• conduct the required inspections; and</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>• monitor its compliance with this plan.</li> </ul>	In progress

**Target Completion Date – Winter 2022**

Steps Taken

- Communicated with licensees in August 2020, outlining expectations of retirement homes for a “Return to Normal” on items it had temporarily paused in March 2020 due to the COVID-19 pandemic
- Resumed routine inspections on an unannounced basis
- Added IPAC focus areas to existing inspection form

Steps to be Completed

- Ongoing hiring of additional inspectors and training
- Working to clear backlog of proactive routine inspections and continuing to conduct reactive inspections
- Further work underway and will be reported next quarter

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<b>Recommendation #7</b>	To fully self-assess and monitor its inspection process for coverage and distribution of work, we recommend that the Retirement Homes Regulatory Authority	<b>Status</b>
Action Items	<ul style="list-style-type: none"> <li>continually monitor inspector caseloads, revisit caseload targets and reassign cases as needed.</li> </ul>	In progress
<b>Target Completion Date – Summer 2021</b>		
<u>Steps Taken</u> <ul style="list-style-type: none"> <li>Work is underway and will be reported next quarter</li> </ul>		
<u>Steps to be Completed</u> <ul style="list-style-type: none"> <li>Reviewing the numbers of Mandatory Report inspections by geographical regions to allocate resources appropriately</li> <li>Revising inspection target numbers based on the projected inspection volumes and resources available</li> <li>Distributing work consistently outside of inspections based on skill sets, workload and knowledge</li> <li>Further work is underway and will be reported next quarter</li> </ul>		

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<b>Recommendation #8</b>	<b>To minimize the safety, health and other impacts to residents and families of residents in retirement homes that undergo management orders, we recommend that the Retirement Homes Regulatory Authority:</b>	<b>Status</b>
<b>Action Items</b>	<ul style="list-style-type: none"> <li>establish a back-up network of qualified management candidates that can be quickly deployed to retirement homes during times of crisis;</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>establish criteria for making emergency funding available should managers deployed to a retirement home under management order require justifiable financial resources; and</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>in conjunction with the Ministry for Seniors and Accessibility (MSAA), ensure that residents in retirement homes are protected in a manner consistent with residents in long-term-care homes in circumstances of public health threats during and beyond the COVID-19 pandemic.</li> </ul>	In progress

**Target Completion Date – Winter 2024**

Steps Taken

- Provided advice to MSAA
- Surveyed all retirement homes to inform vaccine allocations required for the sector
- Distributed key information to retirement homes to support their readiness for vaccinations
- Developed a formal vendor of record roster of qualified management candidates
- Released ongoing guidance for visiting retirement homes under the Retirement Homes COVID-19 Visiting Policy which reflects guidance from the Office of the Chief Medical Officer of Health
- Supported MSAA in increasing uptake of rapid antigen screening and in revising the testing policy for retirement homes based on public health advice
- Supported the Province’s roll out of vaccines in retirement homes. In December 2020, at the request of the MSAA, the RHRA conducted a survey of all licenced retirement homes and ensured 100% completion to inform allocations required for the sector. RHRA also has distributed key information to retirement homes to support their readiness for vaccinations.

Steps to be Completed

- Continue steps to maintain a list of qualified managers for any required future management orders Developing criteria for allocating any available funds to homes under a management order where financial constraints are a barrier for the manager to protect residents

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<b>Recommendation #9</b>	<b>To protect retirement home residents from the risk of neglect, we recommend that the Retirement Homes Regulatory Authority</b>	<b>Status</b>
Action Items	<ul style="list-style-type: none"> <li>communicate and support retirement homes in ensuring that family members and friends providing critical personal care and support to retirement homes residents are able to do so during the pandemic, as long as appropriate infection prevention and control procedures are followed.</li> </ul>	In progress
<b>Target Completion Date – Spring 2021</b>		
<p><u>Steps Taken</u></p> <ul style="list-style-type: none"> <li>Advised MSAA on concerns about visitor policy restrictions and the impact on resident physical and mental well-being</li> <li>Communicated to the CMOH regarding concerns with current restrictions and the impact on resident well-being</li> <li>Reviewed the Visitor Policy and continue to make recommendations to MSAA</li> <li>Identified homes to participate in a pilot program to increase IPAC measures</li> </ul>		
<p><u>Steps to be Completed</u></p> <ul style="list-style-type: none"> <li>Continue to communicate and support retirement homes in adhering to public health directives and guidance, including appropriate IPAC procedures for visitors</li> </ul>		

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<b>Recommendation #10</b>	<b>To better inform the public about the extent of COVID-19 cases in retirement homes, we recommend that the Retirement Homes Regulatory Authority:</b>	<b>Status</b>
<b>Action Items</b>	<ul style="list-style-type: none"> <li>work with the Ministry for Seniors and Accessibility and the Ministry of Health to obtain available validated data directly from the Ministry of Health or directly from local public health agencies; and</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>publish outbreak data on a weekly basis or more frequently as available, by retirement home, on the number of residents and staff who test positive or die</li> </ul>	Fully implemented

**Target Completion Date – Spring 2021**

Steps Taken

- Ongoing publication of daily self-reported COVID-19 outbreak data by retirement home
- Ongoing work with local partners to monitor and support retirement homes in outbreak

Steps to be Completed

- Assessing Public Health data for viability of use for RHRA public dashboard
- Further work is underway and will be reported next quarter

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<b>Recommendation #11</b>	To identify alternative accommodations for patients should future waves of COVID-19 overwhelm long-term-care homes and hospitals, and for residents who need to be moved from retirement homes that are affected by outbreaks, we recommend that the Retirement Homes Regulatory Authority:	<b>Status</b>
Action Items	<ul style="list-style-type: none"> <li>work with the Ministry for Seniors and Accessibility to require retirement homes to provide monthly occupancy information (and any related requirements) to the Retirement Homes Regulatory Authority; and</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>collect occupancy rates of retirement homes on a monthly basis to be used for monitoring and planning outbreak responses that may be needed during the COVID-19 pandemic.</li> </ul>	In progress
<b>Target Completion Date – Winter 2022</b>		
<p><u>Steps Taken</u></p> <ul style="list-style-type: none"> <li>Sought and obtained approval of <i>Request for Information Policy</i> from Minister for Seniors and Accessibility</li> <li>Included as part of the FY 2021/22 Business Plan a data collection project</li> </ul>		
<p><u>Steps to be Completed</u></p> <ul style="list-style-type: none"> <li>RHRA will work with MSAA to determine whether it requires interim occupancy data and at what frequency for COVID-19 planning purposes</li> </ul>		

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<b>Recommendation #12</b>	To strengthen the licensing process of retirement homes, and the safety and protection of residents that may require different levels of services as its primary focus, we recommend that the Retirement Homes Regulatory Authority:	<b>Status</b>
Action Items	<ul style="list-style-type: none"> <li>accelerate and complete the development of its licence classes;</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>update its licensing procedures to include conducting applicant background checks to identify any indication of financially irresponsible conduct and proof of financial viability;</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>develop a communications strategy to remind applicants that they are obligated to monitor their licence conditions and report changes as needed to the Authority (RHRA); and</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>follow up on a timely basis any licence conditions made.</li> </ul>	In progress

**Target Completion Date – Spring 2022**

Steps Taken

- Revised and implemented its licensing forms to inform applicants of the RHRA’s use of third parties to conduct checks to ensure licensure eligibility. This includes the identification of financial irresponsibility indicators

Steps to be Completed

- Develop licensing forms and revise related procedures to identify indications of financial irresponsibility

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<b>Recommendation #13</b>	To protect retirement home residents from the risk of fire, we recommend that the Retirement Homes Regulatory Authority:	<b>Status</b>
Action Items	<ul style="list-style-type: none"> <li>impose a deadline for all licensees that have not completed the installation of their fire sprinkler systems to have this done as soon as possible; and</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>if a licensee does not comply, follow up with enforcement action where appropriate.</li> </ul>	In progress

**Target Completion Date – Spring 2021**

Steps Taken

- Communicated to homes an expectation and timeline for compliance with the Ontario Fire Code requirements

Steps to be Completed

- Follow-up with further enforcement action with licensees who have not provided proof of Ontario Fire Code compliant sprinkler systems

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<b>Recommendation #14</b>	To protect consumers from unknowingly purchasing accommodation and care services from retirement homes that could possibly be unlicensed and unregulated under the <i>Retirement Homes Act, 2010</i> , we recommend that the Retirement Homes Regulatory Authority:	<b>Status</b>
Action Items	<ul style="list-style-type: none"> <li>expedite the completion of its strategy to follow up on the 234 retirement homes that may possibly require a licence and take appropriate enforcement actions as required; and</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>expedite the consideration and reduction of the potential risk to these homes in subsequent waves of COVID-19 by either addressing the risk or bringing these risks to the attention of the Ministry for Seniors and Accessibility.</li> </ul>	In progress

**Target Completion Date – Winter 2022**

Steps Taken

- Advised MSAA of the scope and scale of the unlicensed homes project and the types of congregate settings captured as part of this initiative
- Re-evaluation of almost half of the 234 retirement homes has been initiated

Steps to be Completed

- Continue to assess, on a risk-informed basis, which of the 234 congregate settings as of July 2020 that previously did not meet the legislative definition of a retirement home under the Act may now be subject to the Act due to change in their circumstances

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<b>Recommendation #15</b>	To improve the Retirement Homes Regulatory Authority's effectiveness in overseeing the retirement home sector and protect public safety, we recommend that the Authority	
Action Items	<ul style="list-style-type: none"> <li>work with the Ministry for Seniors and Accessibility to critically assess the effectiveness of its enforcement tools. In particular, an increase of the maximum administrative penalty amount allowed under the <i>Retirement Homes Act, 2010</i> could be considered.</li> </ul>	In progress
<b>Target Completion Date – Winter 2023</b>		
<u>Steps Taken</u> <ul style="list-style-type: none"> <li>Provided advice to MSAA in relation to the Enhanced Management order to reduce implementation barriers, and provided preliminary feedback on administrative monetary penalties</li> </ul>		
<u>Steps to be Completed</u> <ul style="list-style-type: none"> <li>Provide advice to MSAA upon its review of the Retirement Homes Act</li> </ul>		

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<b>Recommendation #16</b>	To reduce the risk to retirement home residents that could be affected by loss or damage to their homes, we recommend that the Retirement Homes Regulatory Authority:	<b>Status</b>
Action Items	<ul style="list-style-type: none"> <li>request that retirement homes renew policies 30 days prior to expiry and notify the Authority that ongoing coverage of residents is available;</li> </ul>	Not yet initiated
	<ul style="list-style-type: none"> <li>assess current research, and as necessary supplement, to derive an appropriate specific minimum amount of extra expense insurance coverage for licensees to obtain; and</li> </ul>	Not yet initiated
	<ul style="list-style-type: none"> <li>recommend a regulatory change that either specifies a minimum amount of extra expense insurance coverage to the Minister for Seniors and Accessibility or provides authority for the Authority to set a minimum amount of extra expense insurance coverage.</li> </ul>	Not yet initiated
<b>Target Completion Date – Summer 2022</b>		
<u>Steps to be Completed</u> <ul style="list-style-type: none"> <li>Work is not yet underway</li> </ul>		

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<b>Recommendation #17</b>	To enhance the public's knowledge and awareness of the Authority's oversight role for the retirement home industry and to minimize safety risks to retirement home residents, we recommend that the Retirement Homes Regulatory Authority	<b>Status</b>
Action Items	<ul style="list-style-type: none"> <li>develop a more comprehensive communications strategy to specifically target groups that include residents and families, retirement home staff, and the public about its role, emphasizing how complaints can be best brought to its attention or to the attention of other appropriate parties.</li> </ul>	In progress

**Target Completion Date – Winter 2022**

<p><u>Steps Taken</u></p> <ul style="list-style-type: none"> <li>Implemented a campaign to raise awareness among target audiences of how to bring complaints to the RHRA</li> <li>Increased campaign resources to enable outreach to allied health professions</li> <li>Implemented a new, plain-language complaint form</li> <li>Provided advice to MSAA, as part of its legislative review, on the removal of barriers to information sharing to enhance complaints handling</li> </ul>
<p><u>Steps to be Completed</u></p> <ul style="list-style-type: none"> <li>Develop a process to facilitate the hand-off of complaints to other authorities having jurisdiction</li> </ul>

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<b>Recommendation #18</b>	To provide for more clarity and timely responses to retirement home residents, family members of residents, or other persons who may have concerns about retirement homes, we recommend that the Retirement Homes Regulatory Authority:	<b>Status</b>
	<ul style="list-style-type: none"> <li>develop a form letter containing contact information for other regulatory bodies and send the letter to all complainants at the earliest opportunity before it investigates the complaints;</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>establish a process to refer complaints not within its jurisdiction directly to the appropriate regulatory body and follow up with the complainant and the other regulatory body to ensure that the complaint has reached the appropriate organization;</li> </ul>	In progress
Action Items	<ul style="list-style-type: none"> <li>update its website to include contact information of all regulatory bodies to address concerns that the public commonly brings to the Authority’s attention but are outside of the Authority’s jurisdiction;</li> </ul>	Not yet initiated
	<ul style="list-style-type: none"> <li>establish a performance indicator to measure turnaround time for investigating and resolving complaints, set and review targets on an annual basis and monitor relevant performance; and</li> </ul>	Not yet initiated
	<ul style="list-style-type: none"> <li>publish expected service standards about its complaint resolution process and its actual performance against these standards on its website.</li> </ul>	Not yet initiated

**Target Completion Date – Spring 2022**

Steps Taken

- As part of its legislative review, provided advice to the MSAA on increasing the ability to share information

Steps to be Completed

- Refining existing processes for intake of complaints to provide contact information to other regulatory bodies and referral of inquiries not within RHRA jurisdiction to the appropriate regulatory body Develop a framework to measure turnaround times for investigating and resolving complaints

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<b>Recommendation #19</b>	To more clearly and effectively communicate information about retirement home complaints to existing and future residents and family members, and to improve the effectiveness of retirement home inspection choices by inspectors, we recommend that the Retirement Homes Regulatory Authority:	<b>Status</b>
Action Items	<ul style="list-style-type: none"> <li>publish data publicly and regularly on common complaint areas raised by consumers about the retirement home industry;</li> </ul>	Not yet initiated
	<ul style="list-style-type: none"> <li>publish the nature and quantity of complaints filed with the Authority for each retirement home on the Authority’s website while respecting the privacy of the complainant;</li> </ul>	Not yet initiated
	<ul style="list-style-type: none"> <li>analyze complaint trends to identify significant areas of focus and to better inform its selection of retirement homes for routine inspections; and</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>establish a training module for the retirement home sector and update training for its inspectors based on the most frequent and significant complaints raised to identify areas of focus for inspections.</li> </ul>	Not yet initiated
<b>Target Completion Date – Spring 2022</b>		
<u>Steps Taken</u> <ul style="list-style-type: none"> <li>Work is underway and will be reported next quarter</li> </ul>		
<u>Steps to be Completed</u> <ul style="list-style-type: none"> <li>Complaints trends analysis commenced</li> </ul>		

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<b>Recommendation #21</b>	To better inform and protect consumers when purchasing accommodation and care services from retirement homes, we recommend that the Retirement Homes Regulatory Authority	<b>Status</b>
Action Items	<ul style="list-style-type: none"> <li>accelerate its efforts to develop a public report card for each retirement home.</li> </ul>	Not yet initiated
<b>Target Completion Date – Winter 2024</b>		
<p><u>Steps Taken</u></p> <ul style="list-style-type: none"> <li>Included public report card development in its 2021/2022 business plan</li> </ul> <p><u>Steps to be Completed</u></p> <ul style="list-style-type: none"> <li>Further work will be reported in future quarters</li> </ul>		

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<b>Recommendation #24</b>	<b>To improve the safety and protection of retirement home residents and to support the work and effectiveness of the Risk Officer, we recommend that the Retirement Homes Regulatory Authority:</b>	<b>Status</b>
	<ul style="list-style-type: none"> <li>establish targeted time frames to phase in the Risk Officer’s recommendations;</li> </ul>	Complete
Action Items	<ul style="list-style-type: none"> <li>track the enactment of these recommendations; and</li> </ul>	Complete
	<ul style="list-style-type: none"> <li>report this information to the Board of Directors and to the Ministry for Seniors and Accessibility semi-annually.</li> </ul>	Complete

**Target Completion Date – Spring 2021**

<p><u>Steps Taken</u></p> <ul style="list-style-type: none"> <li>Proceeded with previously identified plans to develop and implement time frames to phase in recommendations from the Risk Officer</li> <li>Tracking implementation of the Risk Officer’s recommendations</li> <li>Began distinct reporting of this information to the Board of Directors at quarterly meetings</li> <li>Submitted status update on the implementation of the Risk Officer’s recommendations to the Ministry for Seniors and Accessibility</li> </ul>
<p><u>Steps to be Completed</u></p> <ul style="list-style-type: none"> <li>No outstanding action items</li> </ul>

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<b>Recommendation #26</b>	To collect sufficient fees to cover the Retirement Homes Regulatory Authority’s mandated activities to protect current and former retirement home residents, we recommend that the Retirement Homes Regulatory Authority	<b>Status</b>
Action Items	<ul style="list-style-type: none"> <li>annually reassess the appropriateness of its fees or identify other revenue sources to cover its operating expenses in performing more inspections and other mandated activities.</li> </ul>	In progress
<b>Target Completion Date – Winter 2022</b>		
<u>Steps Taken</u>		
<ul style="list-style-type: none"> <li>Obtained Board approval of the Business and financial recovery plan and 2021-2022 Budget</li> </ul>		
<u>Steps to be Completed</u>		
<ul style="list-style-type: none"> <li>Identify and evaluate alternative revenue sources</li> </ul>		

**Legend:**

<b>Not yet initiated</b>	Action not yet underway
<b>In Progress</b>	Action is under way, but more action is needed
<b>Fully Implemented</b>	Actions have been taken to fully address the recommendation