

2020/21 Business Plan Statement

Due to the urgent pivoting of priorities and realignment of RHRA resources as a result of the COVID-19 pandemic, RHRA did not develop a formal business plan for the 2020/21 fiscal year.

RHRA's primary focus over the course of 2020/21 was on ensuring that we could respond as quickly and effectively as possible to concerns related to resident safety and wellbeing in light of the COVID-19 health crisis. This included ensuring retirement homes were in compliance with the Retirement Homes Act and regulation, with an emphasis on infection prevention and control protocols.

RHRA also focused on building and strengthening relationships with key partners, increasing its resources, improving its complaints process and data gathering capabilities, building awareness of the protections offered to residents, and improving access to data, resources and information on our website.

The following is an overview of the RHRA's key initiatives and activities for the 2020/21 fiscal year that supported the [Strategic Plan 2017-2022](#).

Initiatives and Activities for 2020/21

Pillar One: Enhance Regulatory Approach to Encourage Compliance and Better Protect Residents

- Created a COVID-19 risk framework in collaboration with compliance and inspections teams to best allocate resources to support homes in crisis and respond to resident safety concerns.
- After pausing due to COVID-19, routine inspections resumed in November 2020 with all taking place on an unannounced basis, with an emphasis on assessment of policy implementation, particularly as it relates to infection prevention and control protocols to protect residents during the pandemic.
- The RHRA completed digital educational materials related to Behaviour Management and Infection Prevention and Control, along with a compliance standard and guidelines for Infection Prevention and Control.
- The RHRA improved its complaints process by increasing resources in this area through dedicated complaints specialist staff, as well as a refined complaints form that is easier for consumers to understand and complete.
- The RHRA reinstated its transactional survey in September 2020 to survey retirement homes within a week of an inspection or issue/non-issue of a licence to gauge their satisfaction with the process and to survey complainants via telephone within a week of complaint resolution.

Pillar Two: Strategic Information through Data and Analytics

- RHRA partnered with the Ministry of Health and Andrew Costa, Associate Professor and Schlegel Chair in Clinical Epidemiology and Aging Department of Health Research Methods, Evidence, and Impact at McMaster University, to share information and perspective on how to improve their respective modelling to forecast the impact of COVID-19 on retirement homes.
- RHRA entered into an agreement with the Ministry of Health to receive outbreak data once declared resolved in order to validate homes' self-reported numbers. RHRA also moved forward

following an agreement with the Ministry of Finance to assess validity and usefulness of fiduciary information for incorporation into RHRA's risk model and/or operational processes.

- RHRA built a roadmap to guide how to achieve and improve the accuracy of our risk model.
- In January 2021, the Minister for Seniors and Accessibility approved RHRA's Request for Information Policy. This policy outlines the processes and criteria the RHRA will employ to determine its information needs and requests for information from licensees.

Pillar Three: Promote Informed Decision-Making through Outreach

- RHRA conducted focus groups targeted at consumers who are considering a retirement home for themselves or a loved one. The results will inform our approach to the 2021-2022 communications and awareness campaign.
- RHRA implemented a communications campaign from September 2020 to March 2021 aimed at driving awareness of the RHRA's work among residents, prospective residents and their loved ones during the pandemic.
- RHRA engaged with stakeholders through a series of senior staff meetings, direct communications, and other forums. This included collaborative partnerships with: LHINs and other community partners, including local police and public health units, the Ontario Personal Support Workers Association and other healthcare sector organizations.
- RHRA launched its Resident Network in December 2020 to provide retirement home residents with the opportunity to work directly with the RHRA to provide insight and counsel that is unique to them and their families.
- RHRA developed a comprehensive social media content calendar aimed at informing consumers about key RHRA initiatives and other important information related to resident protection and COVID-19 developments.

Pillar Four: Consumer Protection and Choice through Transparency, Accountability and Public Reporting

- RHRA developed a preliminary plan to incorporate a Special Advisories section as part of the Retirement Home Database. RHRA also created a COVID-19 dashboard as well as COVID-19 information portals for operators/licensees, as well as residents and their loved ones on RHRA.ca.
- RHRA initiated further steps to advance the public report card were paused due to the COVID-19 pandemic and are slated for a restart in the 2021-2022 fiscal year. However, RHRA did provide home-level information on COVID-19 publicly on its website as a means of transparency during the pandemic.

Pillar Five: Prepare for the Future

- RHRA re-evaluated its requirements for a Regulatory Management Software Solution project and a revised Request for Proposals was placed on MERX. The RHRA is currently in the final stages of a process to select a vendor.

For details on RHRA's fiscal 2021/22 Business Plan, please see [RHRA Business Plans – Retirement Homes Regulatory Authority](#)