



BUSINESS PLAN 2022-2023

ABOUT THE BUSINESS PLAN

Mandate

The government mandates the RHRA to administer Ontario's *Retirement Homes Act, 2010* (the Act). Our core responsibility is to enhance residents' safety and consumer protection in Ontario's retirement homes. We are both a regulator and an advisor, with a singular focus on ensuring that retirement homes operate in a manner that supports residents in living with dignity, respect, privacy, and autonomy, in security, safety, and comfort, and that residents can make informed choices about their care options.

Scope

We fulfill our mandate by:

- Informing and educating the retirement home sector, residents, and the public about the Act, regulations, and role of the RHRA;
- Licensing Ontario's more than 775 retirement homes and maintaining a Retirement Homes Database (formerly the Public Register) available on our website;
- Inspecting retirement homes, overseeing compliance with the regulations and care standards and enforcing the Act for the protection of residents; and
- Advising the Minister for Seniors and Accessibility on policy matters related to retirement homes.

Organizational Structure and Accountability

The RHRA is a not-for-profit corporation established as an administrative authority of the Ontario government through the Act. We are mandated to administer the Act and its regulations.

The government retains responsibility for the Act and regulations. The RHRA is responsible for ensuring the legislation and regulations are implemented and enforced. Headquartered in Toronto with staff deployed across the province, the RHRA is self-financed primarily through annual fees paid by licensees. The RHRA is not part of the Ontario government, nor are we a Crown Corporation. However, we are accountable to the government through the Minister for Seniors and Accessibility. A Memorandum of Understanding (MOU) sets out the roles and obligations of the RHRA and government.

Vision

Ontarians have choice and the protection they need to live with confidence and dignity in retirement homes.

Mission

The RHRA employs the most effective means to encourage and achieve compliance, reduce harm, support residents and families in making informed choices, and enable a solid and diverse sector. Using an innovative and balanced approach, we:

- Use data, evidence, and analysis to support a risk-based approach to decision-making;
- Inform, educate and engage current and prospective residents, families, partners, and other stakeholders;
- Inform, guide, inspect and educate the retirement home sector; and
- Use all available tools to protect residents, including enforcement.

Throughout the implementation of the RHRA's Strategic Plan, we will be measuring progress based on:

- Reduced harm to residents,

- Increased compliance,
- Increased, demonstrated effectiveness of regulatory tools,
- Greater satisfaction from retirement home operators and residents,
- Improved inspection consistency,
- Better informed residents with choice,
- Strong, effective relationships with relevant regulators,
- Data-driven decision-making,
- Operators' access to more educational/training options,
- RHRA's operational capacity to implement the Strategic Plan, and
- RHRA's leadership role as a trusted advisor for policy and data.

RHRA values

Excellence

Fairness

Accountability

Collaboration

Efficiency and Effectiveness

ENVIRONMENTAL CONTEXT

The RHRA remains engaged in supporting the government's ongoing response to the COVID-19 pandemic. Although the peak of crisis response appears to have passed, continued vigilance by both the RHRA and the homes it regulates remain. RHRA will continue to support the Province's initiatives to respond to the evolving pandemic situation for the retirement homes sector and will require sufficient capacity to do so. This includes, but is not limited to, direct activity not previously established which must be resourced such as:

- Outbreak reporting, including COVID-19 case-level daily information collection and publication
- Vaccination rate data collection and reconciliation
- Outbreak/COVID-19 issues management with the Ministry for Seniors and Accessibility
- Infection Prevention and Control (IPAC) promotion and communications
- Pandemic-related policy development/modification (e.g., Policy to Retirement Homes on public health measures)
- Communications on behalf of, or in support of, the Ministry (e.g., third dose program; subsequent seasonal programs)

The Minister has initiated a review of the RHRA to assess operational efficiency and identify potential additional revenue sources. The RHRA welcomes this review as part of a process for reconciling shared understanding of the resource requirements required to fulfill its ongoing role as a trusted advisor to government, to address the recommendations of the Auditor General, and to address the increased consumer demand for information as seniors and their families seek to inform their retirement living decisions and avail themselves of the protections offered by the oversight regime. The RHRA has factored into its business plan the preliminary findings of this report having had the opportunity to review a near-final draft. Further assessment will take place once the report is finalized when considering any in-year adjustments to its plans. Key items from this draft report that inform RHRA's business planning and budgeting process include:

- RHRA's strengths are in its core operations for which processes are appropriately designed and

relevant to its mandate;

- Overall resource requirements to execute its current functions and activity levels are consistent with what the RHRA has assessed is necessary; and
- Historically low revenue adjustments result in a need for a larger adjustment to create financial stability, and that the base fee is the primary source for revenue and that the required increase in dollar terms does not create concerns of affordability.

It is still unclear all the ways in which the pandemic has been a disruptive event that fundamentally changed the retirement home sector and how it will influence it into the future. However, what is clear is that the pandemic has highlighted the public's expectations and attitudes toward elder care, including the importance of an individual's choice – a key component of the fundamental principle enshrined in the Act.

It is a critical time for the RHRA, as a regulator, when faced with a sector that has been through many challenges and when residents consequently may need protection the most. What follows from this is the expectation of RHRA to look closely at how it is meeting its mandate, the transparency of its communications of the information it collects, and how it is operating to demonstrate public value. This was highlighted in many of the Auditor General's observations and recommendations in the value-for-money audit undertaken in 2020.

Over the past year, the RHRA consulted stakeholders on its fees and future needs - an activity that will continue in the wake of the independent operational review process that confirmed RHRA's strengths in operations and general resource requirements. The RHRA has returned from a primary focus on crisis management to a more holistic oversight approach.

While the overall environment is still in some flux, some fundamental factors that were present before the pandemic are now further amplified by the experience of the past 24 months and are worthy of continued monitoring:

- Innovations and trends in operating models within seniors' congregate care spaces
- Increasing awareness of RHRA, driving additional regulatory activity as more residents and their families avail themselves of the protections offered
- Rising age, acuity, and tenure among current retirement home residents could increase risk levels of homes, resulting in a corresponding requirement for an increase in inspection frequency and other regulatory activity
- Continued exploration of options for the role of retirement homes in the broader health ecosystem, particularly as it relates to solutions designed to relieve the strain on the health care system
- Extending protections in the context of evolving alternative ownership and operating models that may increase regulatory complexity as it relates to senior living

The RHRA requires sufficient capacity to respond to the evolving pandemic situation, fulfill its role as a trusted advisor to government (in the context of legislative changes and pandemic learnings), address the recommendations of the Auditor General, and meet an increased consumer demand for information as seniors and their families seek to inform their retirement living choices and avail themselves of the protections offered by the oversight regime. With increasing expectations of the RHRA there is a need to take steps to ensure the organization's financial sustainability. This need is consistent with the Auditor General's observations, evaluation, and recommendations in her report.

The characteristics of the 'new normal' for society and the retirement homes sector is still evolving and will for some time to come. This uncertainty underscores the need for the RHRA to remain flexible, adaptable, and agile to continue to deliver on its important mandate. Ensuring the RHRA has the resources needed to meet all these needs will benefit all stakeholders by supporting the organization's focus on continuous improvement in best-in-class regulatory oversight practices.

STRATEGIC PLAN, BUSINESS PLAN, and ANNUAL REPORT

The RHRA's Strategic Plan, Business Plan, and Annual Report are its three major public reporting documents. The Strategic Plan defines the major corporate goals and the leading strategies to be used. It also includes the measures that RHRA will use and develop to track progress. The Strategic Plan is supported by a Business Plan that defines the various activities to support each goal. The business plan includes a three-year financial outlook for the years ahead and is reviewed annually. The Business Plan is updated annually to reflect progress and new insights generated. The RHRA's Annual Report describes progress against the Strategic Plan and Business Plan commitments.

Strategic Plan

Before the pandemic, the RHRA was in the process of implementing its third-year strategic plan initiatives. Ordinarily, the RHRA would have a new Strategic Plan at this juncture. However, given the uncertainty and degree of disruption created by the COVID-19 pandemic, the RHRA's Board asked management to build a bridge plan to encompass the 2021-2023 period. Among others already identified, this plan includes priorities reflected by the Auditor General in her 2020 report and RHRA's Risk Officer recommendations in his reports.

The 2021-2023 bridge plan is comprised of four pillars, each with strategic objectives.

1. Use Evidence-based Research & Analysis to Drive Regulatory Model and Policy Advice
2. Review & Adapt our Regulatory Approach to 'post' COVID Environment
3. Build Trust with Public, Government, and Industry
4. Infrastructure & Capacity Transition

It is designed to enable the RHRA to 'plan for transition' from the COVID-19 pandemic and meet its mandate, including addressing the recommendations from several external reviews, while allowing the organization to develop its next Strategic Plan in the context of the broader stabilization and transition of the retirement homes sector.

Use Evidence-based Research & Analysis to Drive Regulatory Model and Policy Advice

- Provide advice on legislative reform of the Retirement Homes Act and regulation
- Update RHRA's risk model
- Continue to expand RHRA's data partnerships
- Build RHRA's stakeholder data program

Review & Adapt our Regulatory Approach to 'post' COVID Environment

- Operational effectiveness improvements include enhancements to inspection reports to improve ease-of-use by consumers, incorporating more robust financial assessments into licensing process, continuous improvement initiatives for inspections
- Align enforcement strategy with crisis support and re-assess process alignment, including initiatives to enable new management order powers, enhance compliance monitoring and compliance support programs
- Formalize regulatory collaboration processes with partners

- Operational recovery includes maintaining inspection volumes based on risk modelling, formalizing unlicensed home monitoring, and enhancing reporting of non-compliance on RHRA's public online database
- Continue to improve complaints handling

Build Trust with Public, Government, and Industry

- Increase RHRA's profile among government and stakeholders to enable role as a key policy advisor
- Enhance education and awareness of RHRA among residents, families, and prospective residents
- Continue to build towards a public report card for Ontario's retirement homes, beginning with enhancements to the Retirement Homes Database

Infrastructure & Capacity Transition

- Replace RHRA's case management system and IT infrastructure
- Address RHRA's people, process, and organizational resources to increase capacity, capability while maintaining efficiency

Business Plan Initiatives and Activities for 2022/2023

To progress against our bridge strategy goals, the RHRA has established the following priorities for the 2022/2023 year. Specifics of our plan include:

Strategic Pillar 1: Use Evidence-based Research & Analysis to Drive Regulatory Model and Policy Advice

- Implement the changes made to the legislation in FY 2021/22, including updates to enforcement powers, collection of contact information and others. Additionally, RHRA expects to continue to provide advice on Legislative Reform of the Retirement Homes Act and regulation for future iterations.
- RHRA will continue with the next phases of implementing its data collection initiative, including executing the planned data agreements being pursued via Ontario Health/Ministry of Health, and on operationalizing its data collection under s.108 initiated in FY 2021/22.
- Implementation of the recommendations arising from its work on building a stakeholder data approach to enable data sharing.

Strategic Pillar 2: Review & Adapt our Regulatory Approach to ‘post’ COVID Environment

- We will be selective in addressing standard operations, including citations for issues completed by inquiry, altering the approach to extra expense insurance and any consequent legislative change recommendations, and updating processes for abrupt closures. Select operational effectiveness improvements previously identified in plans have been deferred. Among these include citations history management and standardization or quality assurance processes.
- Work on unlicensed homes strategy will continue with volume and timeframes manageable within resources.
- Compliance Support programs will continue from their recommencement in the prior fiscal year albeit at a moderated pace. Full implementation of compliance monitoring processes will be finalized during this fiscal year.
- RHRA in 2021/22 implemented improved coordination capacity for engaging with system partners. This infrastructure will continue with volumes of compliance support within available resources after priority is provided to pandemic-response related activity. Formalized regulatory modernization arrangements previously identified will be addressed if/when possible, with remaining capacity after pandemic response and compliance support activity is given priority.
- RHRA implemented changes to enhance its complaints handling process in FY 2021/22, and these will be further reviewed with some remaining changes implemented in this fiscal year.

Strategic Pillar 3: Build Trust with Public, Government, and Industry

- Increase RHRA’s profile among government and stakeholders to enable role as a key policy advisor.
- Enhance education and awareness of RHRA, its role in consumer protection, and protections available under the Retirement Homes Act among residents, families, and prospective residents.
- RHRA will take steps to improve transparency through improvements to its Retirement Homes

Database, including by sharing complaints trends, and enhancing reportability of certain activities such as remote inquiries. Previously RHRA had communicated plans for a more holistic public report card, while this remains an objective for the organization, resumption of that initiative will be deferred to subsequent years.

Strategic Pillar 4: Infrastructure & Capacity Transition

- The project to replace RHRA's case management system infrastructure commenced in FY 2021/22 and will continue into FY 2022/23 with a planned launch in Q3.
- RHRA continues to address its capacity issues. Taking a phased approach will mean staff resources will not be available for all projects and the need to extend implementation timeframes from those previously communicated. RHRA's resource focus will be in sustaining core operations, maintaining pandemic support, and followed by projects based on priority.

PERFORMANCE MEASURES

For the past several years, the RHRA has reported outcomes on three high-level objectives that have the greatest impact to improve the protection of residents living in retirement homes: levels of risk (safety), compliance and transparency. Measures to evaluate the effectiveness of targeted activities and programs year-over-year were set out in our annual reports for 2017/2018 and 2018/2019. These included:

- As a risk-based regulator, a central evaluation measure of the RHRA's performance is whether, over time, the RHRA's efforts are reflected in changes in the risk profile of its licensees, its compliance support efforts and awareness by consumers/residents for RHRA and its mandate.

The RHRA set the baseline for these measures in its 2017/2018 Annual Report, repeated measurement in the 2018/2019 and this report. In 2019/2020 the RHRA drafted a more robust measurement framework in anticipation of a renewed MOU with the Ministry for Seniors and Accessibility, however finalization of the performance measures was delayed due to COVID-19. This framework was referenced in the Auditor General's report and the Auditor General's report which included a recommendation that the Ministry work to finalize this framework with the RHRA. This work continues and is expected to be completed in FY 22/23 concurrent with completion of the relevant Schedule to the MOU.

Safety

The RHRA currently measures the impact of the enhancements to its regulatory approach by assessing changes in the risk levels of Ontario's licensed retirement homes based on observed non-compliances. The RHRA tracks the number of homes that fall into the high-, medium- and low-risk categories. Risk is assessed on several dimensions including citations on areas where there is high risk of harm, the overall compliance history with respect to time and other factors such as extra expense insurance. The RHRA has continued to re-evaluate this measurement framework and will work with the Ministry to adjust this approach during this fiscal year.

Compliance

The RHRA currently measures its goal of increasing compliance by tracking citations related to complaints

procedures. In 2017/2018, the RHRA set a baseline in this category and implemented training and support materials to help homes improve their performance by reducing the number of citations related to complaints handling. The RHRA continues to expand its library of compliance support materials and will expand and refine compliance-related performance measures accordingly. The RHRA has continued to re-evaluate this measurement framework and will work with the Ministry to adjust this approach during this fiscal year.

Transparency

The RHRA currently measures consumer awareness of the organization and the licensing requirement through a survey of the general population. The RHRA also measures awareness of the existence of a regulatory body for retirement homes, the results of which are published in the annual report. However, it is more relevant to measure awareness among the subset of the population that is materially engaged in retirement home matters such as living in or researching retirement home options. The RHRA has continued to re-evaluate this measurement framework and will work with the Ministry to adjust this approach during this fiscal year.

GOVERNANCE

The governance of the RHRA is established through the Act, its regulations, by-laws, policies, and a new MOU with the government through the Minister. The Board of Directors is accountable to the Minister through the Chair of the Board.

The Board of Directors comprises of nine members, five of whom are elected and four appointed by the Lieutenant Governor in Council. Board member profiles are available at www.rhra.ca/en/about/board/.

The Risk Officer is a statutory role that reports to the Board and exercises an independent role requiring independent decision making. Appointed by the Board, with the Minister's consent, the Risk Officer is responsible for reviewing, monitoring, and assessing the effectiveness of the RHRA's administration of the Act, including its activities directed at ensuring that licensees meet care and safety standards and ensuring the rights of residents are respected. The most recent Risk Officer review, available on the RHRA website, focused on: (1) reviewing the program for how previous Risk Officer suggestions (and related RHRA management responses) are implemented, and (2) reviewing and assessing RHRA management's plan concerning unlicensed homes. The Risk Officer is working on his report for the 2021/22 year related to licensing which will help inform future activity.

A second independent statutory role requiring independent decision making, the Complaints Review Officer, is appointed by, and reports to, the Board. It is responsible for reviewing complaints in matters where a complainant is not satisfied by the conclusion of the Registrar to take no further action concerning a complaint.

The Board maintains its role in enterprise risk management of the RHRA. It is committed to ongoing efforts that continually strengthen its governance practices and oversight of the organization and maintain its support of the government's public accountability mandate.

To support provisions within the Act and the RHRA's French Languages Services Delivery Policy, available on the RHRA website, the RHRA will continue to make its communications and information available in French to meet the needs of the Francophone communities that RHRA serves. The RHRA responds to all requests for French services.

Complaints or concerns related to the administration of the RHRA may be received directly by management, staff members, or intake representatives. Official written complaints are referred to a member of the RHRA's management team and receive a written acknowledgment of receipt.

The RHRA's management reviews any such complaint and its resolution to determine the impact or action related to RHRA policies, processes, or informational material. The board is advised of substantive concerns. Complaints are tracked in a confidential database, including details of the complaint, RHRA actions and responses, and timeline to resolution. In addition, the RHRA's policy on administrative complaints is available on the RHRA website.

STAKEHOLDER ENGAGEMENT

In the governance of the RHRA's operations, the Board and management have consistently adopted sought input from its various stakeholders. Integral to its consultation process is its Stakeholder Advisory Council (SAC), which includes representatives of key stakeholder groups. The RHRA has adopted a practice of referring matters that may impact residents, their families, operators, or other stakeholders to SAC for feedback and advice. However, the RHRA is not bound by the deliberations or advice provided by SAC.

Members of SAC must agree to abide by the relevant sections of the MOU, by-laws, and the board's policies, including the Code of Ethics and the Access and Privacy Code. Its scope includes that members:

- Provide advice on issues pertinent to the business of the Board, and guidance of an 'ongoing' or 'ad hoc' nature on specific matters; and
- Identify issues they recommend to the statutory officers and Board for specific attention.

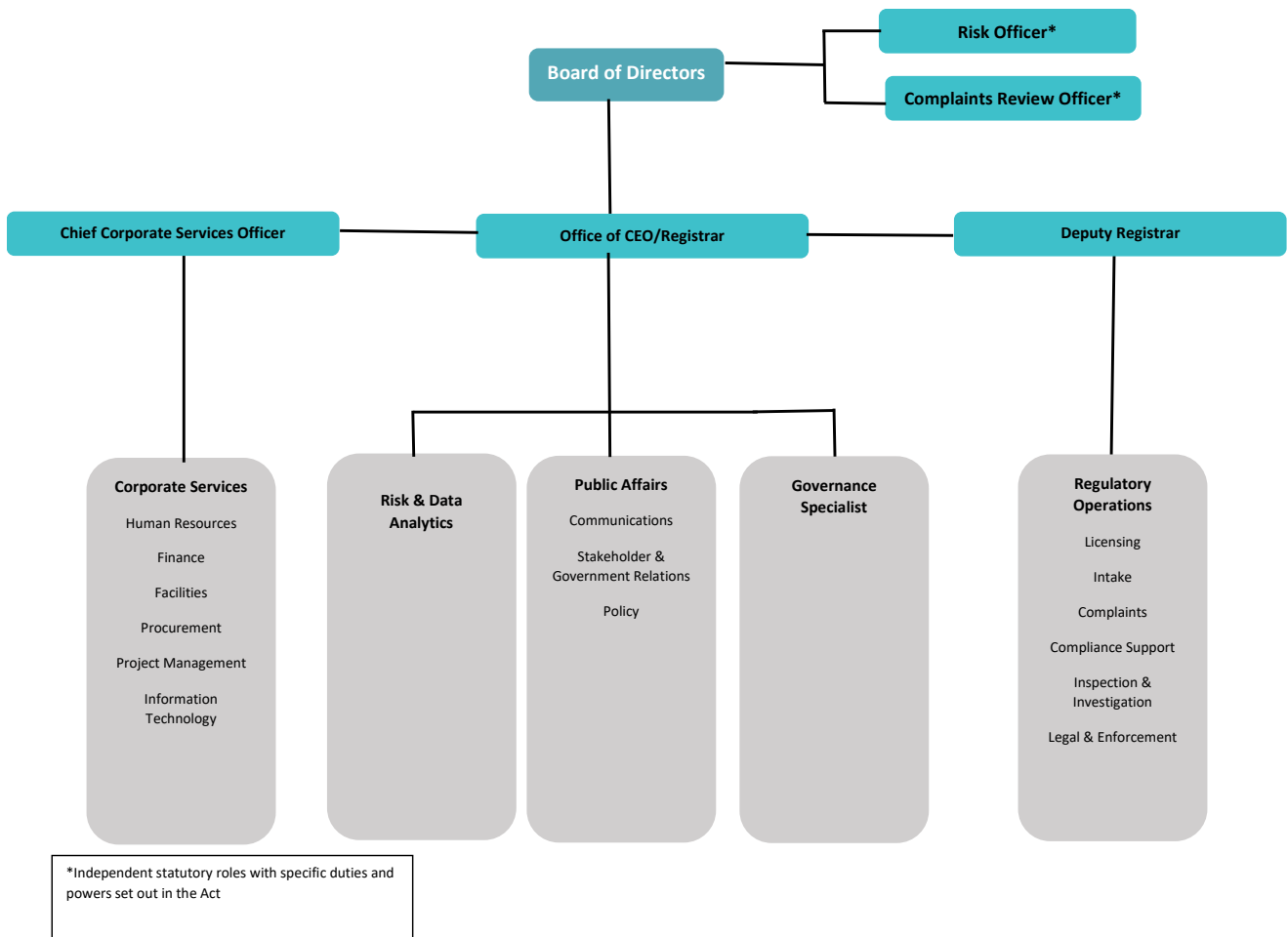
In addition, the RHRA engages stakeholders in project-specific working groups, pilot test groups through its Resident Network, and targeted outreach as appropriate. Information on the RHRA's stakeholder advisory committee can be found at rhra.ca

RESOURCING

Human Capital

Over the past 12 months, a key focus was to realign RHRA's resources to build capacity so it could deliver on its mandate, sustain COVID-19 crisis management, participate and respond to the Auditor General's value for money audit, and other reviews. As the RHRA works to transition toward recovery and deal with the longer-term impacts of the pandemic, the functional structure is evolving and being altered with a focus on capacity and capability building and realigning internal processes to optimize future efficiency where RHRA's activity continues to grow.

The organization of functions is reflected in the chart outlined below:



FINANCIAL POSITION

The pandemic has had a significant impact on RHRA's operations and consequently its overall financial position. Historically, RHRA has been fiscally self-sufficient; however, the pandemic created fiscal pressures resulting in the need for funding from the government in 2021/2022 to stabilize the organization.

RHRA proposed a fee increase effective January 2022, which would have stabilized the organization. However, due to stakeholder feedback, a minimal increase was implemented. This will result in the RHRA drawing from its reserves from historical levels to meet its ongoing expenditures in 2022/2023.

To deal with these fiscal pressures, the RHRA has:

- Reduced some operational activities
- Suspended some strategic initiatives
- Deferred and/or extended the implementation of some of the Auditor General and RHRA's Risk Officer recommendations

The fiscal year 2022/2023 is forecasted to result in a \$957K deficit financed through cash reserves. If there is no increase in the annual fee during the year, the deficit will be over \$1.5M. This includes the operational efficiencies identified by an independent third-party engaged by the Ministry.

It is important to note that the RHRA may set and charge a fee for anything it does or the Registrar does in the course of administering the Act (except charge a fee to a complainant) as long as they are set and charged in accordance with the Minister-approved processes and criteria (which are set out in the Fee Policy). Further, the MOU with the Ministry requires the RHRA to have adequate resources to comply with the RHA and MOU consistent with the Business Plan provided to the Minister. Within its Fee Setting Process and Criteria Schedule of its MOU with the Ministry, RHRA is obligated to follow a set of principles that includes but not limited to recovering all costs related to its regulatory mandate including, without limitation, those associated with the administration and enforcement of the Act and its regulations, program development and delivery, and oversight of the safety and protection of residents.

The main financial focus in 2022/2023 will be on assessing financial position and needs to ensure that all costs are recovered as per the Act. Only then in 2023/24 and beyond will the RHRA be able to:

- sustain operational activities with appropriate resourcing,
- restart several of the deferred strategic initiatives, and
- fully address the recommendations of the Auditor General and RHRA's Risk Officer, and other external reviews completed.

The RHRA is confident that financial stability in its trajectory will be met by the end of the fiscal year through addressing its cost recovery requirements and sustaining an ongoing focus on operational efficiency.

Revenue

The 2022 fee schedule was communicated in October 2021 and reflected a minimal increase after inflation in the annual fees over the previous year's rates. Annual fees are the primary source of revenue for the RHRA, accounting for approximately 90% of all revenue, and are billed in advance for the calendar year. Growth in the number of licensees and suites has been incorporated into financial projections. It is forecasted that in 2022/2023, the sector will add approximately 2,500 suites by the end of the fiscal year, representing an increase of about 3.6%. In the budget for 2022/2023, the RHRA has included 2022 annual fee rate of \$11 per suite per month and 2023 annual fee rate of \$14.50 per suite per month. This fee rate is subject to change pending final decisions by the Board on other changes to the fee schedule, confirmation of risks and depletion of reserves, and with due consideration to the feedback from the fee schedule consultation process. This represents a fee level that would provide financial stability going forward based on RHRA's current level of activity with an ongoing focus on operational efficiency. The independent operational review highlighted the fact that between 2011 and 2021 (10 years), the annual fee increased by a total of 12%. The third-party review stated that had RHRA increased its fees by 4% annually over this period it would have arrived at a fee rate of just under \$14 per suite per month which would have eliminated the current-year projected deficit. It also noted that because these adjustments were not historically made a larger increase is required to ensure that costs related to regulation are fully recovered. This is also included is \$659K funding from the Province for the IT system implementation.

Expenses

Total operating expenses are expected to have a modest growth of 1.8%. Compensation costs are the primary expense for the RHRA and comprise 76% of all expenses. Salaries have been budgeted to increase by 1.5% which is much lower than projected market increases. Plans to address expected longer-term capacity in order to meet the regulatory requirements will be phased in and/or adjusted pending reviews and decisions on future financial stability in the organization.

The Emergency Fund balance is expected to close with a balance of \$608K in 2022/2023 which is in line with the RHRA's Emergency Fund Contribution Policy. The Fund's status will continue to be monitored by the Board during the year.

RHRA is presenting below a budget approved by its Board of Directors in April 2022. Fluctuations are expected in any such forecast as assumptions and operating conditions change over time, particularly in the pandemic recovery period. Fluctuations to revenue may be anticipated for Q4 of the year pending final decisions on the fee schedule for 2023. In developing this budget RHRA has considered the recommendations made by a third party to the Minister in their independent review of RHRA's operations.

A summary of the forecasted statement of operations follows:

Statement of Operations

3 - year Forecast

	2022/23 Budget	2023/24 Projected	2024/25 Projected
	\$	\$	\$
Operating Revenue			
Annual fees	10,167,794	12,770,670	13,495,551
Application fees	439,000	439,000	474,500
Administrative Fees	40,710	54,758	57,872
Government Funding	658,824	277,977	277,977
Total Operating Revenue	11,306,328	13,542,406	14,305,899
Operating Expenses			
Salaries, Wages and Benefits	9,545,980	10,263,279	10,725,127
Operating	2,631,541	2,989,380	2,959,694
Amortization of capital assets	301,437	301,437	421,632
Total Operating Expenses	12,478,958	13,554,096	14,106,453
Operating Surplus/(Deficit)	(1,172,630)	(11,690)	199,446
Non-Operating Surplus/(Deficit)	215,952	33,899	30,382
Total Surplus/(Deficit)	(956,678)	22,208	229,828
Net assets, end of year	6,411,255	6,433,463	6,663,291
Reserves			
Unrestricted reserve	-	4,401	60,684
Operating reserve	5,802,826	5,816,029	5,984,879
Emergency Fund	608,429	613,032	617,727
Total Net Assets	6,411,255	6,433,463	6,663,291
Operating Reserve balance in months of budget expenditures	5.6	5.1	5.1



55 York Street, Suite 700
Toronto, ON
M5J 1R7

Phone: 416-440-3570
Toll-Free: 1-855-ASK-RHRA (1-855-275-7472)
Email: info@rhra.ca
Fax: 1-855-631-0170

