

***Message from RHRA Board Chair Alex Yuan***

It is a pleasure and a privilege to share RHRA's Strategic Plan for 2023/24 to 2025/26.

As responsible stewards of the organization, our Board led the development of this new plan which encompassed an extensive consultation process that solicited the views of hundreds of stakeholders. This included, but was not limited to, residents and their families and retirement home licensees and their staff.

I would be remiss if I did not acknowledge the input and support we received from the Honourable Raymond Cho, Ontario's Minister for Seniors and Accessibility and his staff, who share our vision for seniors living with dignity, choice and confidence in licensed retirement homes. Their contributions, along with feedback from several other ministries with whom we interact, have resulted in a plan that is both ambitious and achievable.

Our Board met on a number of occasions to consider stakeholder feedback and to ensure that initiatives being contemplated would enable RHRA to make measurable progress on its mandate. We believe this is a plan that is right for the times. It recognizes the challenges of the last several years and focuses on looking ahead toward how RHRA must continue to evolve.

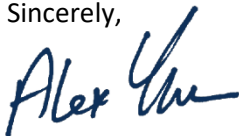
Most importantly, we have developed a robust plan that will enhance protections for residents who call a licensed retirement home their "home", and that will engage licensees, the industry, and other important partners in creating a culture of care that benefits everyone.

While this new plan highlights a number of new initiatives that will improve the safety of residents, strengthen stakeholder engagement, and increase awareness, it is also a realistic plan that is fiscally sound and focused on operational excellence.

It should also be reviewed in the context of the work that RHRA staff do daily – licensing homes, conducting inspections, handling complaints and investigating reports of harm or risk of harm – to effectively and efficiently regulate in the public interest.

I hope you take a moment to read the Strategic Plan and that you share our excitement in its implementation.

Sincerely,



Alex Yuan  
Chair, RHRA Board of Directors