

Message from RHRA CEO/Registrar Jay O'Neill

I am pleased to present RHRA's new Strategic Plan for the next three years.

We developed this plan following extensive consultations with stakeholders who shared candid feedback about their experiences with RHRA and their expectations of a modern, relevant, and effective regulator.

We also took into consideration the environment in which we regulate. Much has changed since the introduction and passage of the Retirement Homes Act over a decade ago. Change will continue to be a constant with Ontario's population getting older and more diverse. By 2025, it is expected that there will be three million older adults in Ontario – the fastest growing group in the province. This alone poses both challenges and opportunities for the housing needs of seniors, for the sector and for the RHRA.

We recognize that RHRA must continue to evolve its approach to regulation not only as the sector innovates and changes with demographics, but also to apply the learnings and insights we have gained over time. There is much diversity in the nature of licensed retirement homes and regulating such a diverse group of licensees requires a regulatory approach that fits the circumstances and associated risks. As such, you will see that a priority over the next three years will be to deepen our understanding of the sector and transparently communicate risk and regulatory trends. We expect this work will result in tangible benefits for stakeholders.

We have refined our mission and our vision to reflect more accurately what we do and what we aspire to as the regulator of Ontario's retirement homes sector and the 60,000 plus residents who call these licensed settings their home.

We have also revised our values to succinctly articulate how we work and the standards to which we hold ourselves.

Our Strategic Plan is both pragmatic and aspirational. It paves a path forward that marks a renewal of planned activities and exciting new initiatives – all with the well-being of residents and burden reduction for licensees at its heart.

This plan could not have been developed without the insights of our many and diverse stakeholders. We are genuinely grateful for the time, effort, and thoughtful contributions of everyone who participated in focus groups, interviews, and surveys – residents, their families, retirement home operators and their staff, industry associations and seniors' organizations, our partners in the health care ecosystem, and of course, our partners in Government.

Thanks to your contributions, we have a strong plan that will help us deliver on our mandate to protect residents and work with the industry to create a culture of care that Ontario seniors deserve.

Sincerely,



Jay O'Neill
CEO/Registrar, RHRA