

Strategic Plan, 2017-2022



Table of Contents

- [Executive Summary](#)
- [Vision and Mission](#)
- [Overview of Strategy and Strategic Plan](#)
- [Key Focus Areas](#)
- [Summary of Strategic Objectives and Key Activities](#)
- [High Level Implementation Plan](#)

Executive Summary

- During 2016, the RHRA embarked on the development of a new five-year Strategic Plan using a comprehensive and inclusive planning process
- The result is affirmation of the core business and approach to fulfilling legislated obligations PLUS greater stakeholder engagement and preparation for the future
- Strategic Plan 2022, articulates a new Vision and Mission and five related streams of activities for the next five years

RHRA's Vision and Mission

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 & achieve compliance, to reduce harm, to support residents and families in making informed choices, and to enable a strong 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;
- Use all available tools to protect residents including enforcement.

Our Vision: Strategic Plan 2017-2022

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

Enhance Regulatory Approach

- Enhance compliance standards and enforcement approach
- Establish relationships with other regulators
- Expand risk management activities to assist in harm reduction
- Expand regulatory model to include harm reduction

Strategic Information Through Data & Analytics

- Create and leverage sustainable data analytics infrastructure
- Develop & implement a risk management framework
- Implement internal license report card
- Identify, access and integrate external data sources
- Collaborate with other regulators to share information

Promote Informed Decision Making Through Outreach

- Develop and execute a RH engagement strategy, including residents' councils
- Build and leverage social media capabilities
- Build effective partnerships with Senior's associations, and complementary health care & regulatory organizations

Consumer Protection & Choice Through Transparency

- Increase access to inspection outcome data
- Develop & implement public report card

Prepare For The Future

- Establish dedicated environmental monitoring resources
- Monitor developments in: dementia, alternate level of care and harm prevention
- Reduce reliance on fees revenues

Our Values

EXCELLENCE

FAIRNESS

ACCOUNTABILITY

COLLABORATION

EFFICIENCY AND EFFECTIVENESS

Strategic Pillars



Five Key Focus Areas

1. Enhance regulatory approach to encourage compliance and better protect residents
2. Provide strategic information through data and analytics
3. Promote informed decisions through communication, education and outreach
4. Optimize consumer protection and choice through transparency, accountability, and public reporting
5. Prepare for the future

Enhance Regulatory Approach to Encourage Compliance and Better Protect Residents

- Develop compliance standards
- Train internally and externally on compliance standards
- Revamp regulatory model to allow for compliance and enforcement to best use all available tools
- Refine criteria for fair and consistent enforcement decision-making
- Establish relationships with other regulators
- Evaluate interventions effectiveness and revise as necessary
- Expand risk management activities to assist in harm reduction
- Evaluate harm reduction strategies
- Evaluate and incorporate harm reduction into overall regulatory model

Provide Strategic Information Through Data & Analytics

- Data cleanup
- Develop and implement a risk framework
- Internal license report card
- Complete implementation of risk framework
- Develop link between risk framework and public report card
- Identify and access external data sources
- Collaborate with other regulators to share information
- Continue to use data in all decision making
- Share data patterns with others stakeholders to guide policy decisions



Promote Informed Decisions Through Communication, Education and Outreach

- Build and execute a communications strategy that will educate, inform and engage:
 - Residents' Councils
 - Current and prospective residents and their families
 - Operators
 - Community partners
- Create and test a comprehensive crisis communications plan
- Build social media capabilities and presence
- Build effective partnerships with seniors' associations, health care, regulatory and related organizations
- Strengthen Francophone supports

Consumer Protection & Choice Through Transparency, Accountability, and Public Reporting

- Increase access to inspection outcome summaries
- Develop and rollout consumer friendly public report card



Prepare for the Future



- Establish dedicated environmental monitoring and research
- Develop and implement recommendations based on research
- Explore new harm prevention approach based on data analytics
- Continually monitor, identify need for, and execute research on other areas of interest
- Look for alternative revenue streams that would reduce reliance on annual fees

Measuring and monitoring progress will include:

- Improved inspector consistency
- Increased compliance
- Increased, demonstrated effectiveness of regulatory tools
- Greater satisfaction from residents and retirement home operators
- Better informed residents with choice
- Reduced harm to residents
- Strong, effective relationships with relevant regulators
- Data driven decision-making
- Operators have access to more educational/training options
- RHRA operational capacity to implement strategic plan
- Trusted advisor for policy advice and data

Special Thanks:

The RHRA would like to extend special thanks to attendees of the strategic planning stakeholder meetings:

John Argue Ontario Society of Senior Citizens' Organizations	Gary Harper City View Retirement Community	Denise Lemire Fédération des aînés et retraités francophones de l'Ontario	Sonya Rolfe Ministry of Housing
Julie Aube Autumnwood Mature Lifestyle Communities	Anastasia Harripaul-Yhap Registered Nurses' Association of Ontario	Tim Lenartowych Registered Nurses' Association of Ontario	Phil Rossy Algonquin College
Abigail Avila Ministry of Government and Consumer Services	Dilys Haughton Hamilton Niagara Haldimand Brant Community Care Access Centre	Elizabeth Macnab Ontario Society of Senior Citizens' Organizations	Ann Schragger Ministry of Health and Long-Term Care
Vickie Baird HNHB-LHIN Transitional Bed Program	Carol Holmes Registered Nurses' Association of Ontario	Shilpi Majumder Ontario Association of Non-Profit Homes and Services for Seniors	Gayle Seddon Toronto Central Community Care Access Centre
Julie Bamford-LeBlanc Métis Nation of Ontario	Kelly Houston-Routley Ministry of Government and Consumer Services	Darcy McNeill Ontario Association of Community Care Access Centres	Alexandra Steindorff Ministry of Housing
Arlynn Bélizaire Réseau des services de santé en français de l'Est de l'Ontario	Heather Howard Fox Run by the River Retirement Home	Dwight Mountney Chartwell Grenadier Retirement Residence	Linda Stewart Association of Local Public Health Agencies
Cathy Conway Alzheimer Society of Ontario	Laurie Johnston Ontario Retirement Communities Association	Dr. Elspeth Murray Queen's University	Terry Tilleczek North East Local Health Integration Network
Cheryl Cullimore Hamilton Niagara Haldimand Brant Local Health Integration Network	Frank Kajfes Chartwell Rockcliffe Retirement Residence	Ann Nowak Ottawa Public Health	Melissa Virdiramo Marina Point Village
Elizabeth Evans Barclay House, Chartwell	Abby Katz Starr Ontario Seniors' Secretariat	Christina O'Neil Unitarian House of Ottawa	Gail Walker Belmont House
Magda Ferensowicz St. Elizabeth Retirement Residence	Kevin J. Kelly Office of the Fire Marshal and Emergency Management	Cécile Paquette Fédération des aînés et retraités francophones de l'Ontario	Tanya Weber-Kinch Ministry of Attorney General, Office of the Public Guardian and Trustee
Dr. Jess Goodman Summerville Family Health Team	Faryal Khan Ministry of Housing	Jo Ann Prior Ontario Retirement Communities Association	Georgina White Ontario Association of Community Care Access Centres
	Kasey Lajeunesse Seniors at Risk Network of North Bay & District	Michael Robertson Ministry of Health and Long-Term Care	Leslie Whittington-Carter Dietitians of Canada

Strategic Plan, 2017-2022

