

## **SCHEDULE “C” – COMPETENCY AND SELECTION CRITERIA FOR MEMBERS OF THE BOARD OF DIRECTORS**

### **RETIREMENT HOMES REGULATORY AUTHORITY**

---

The RHRA Board is comprised of nine (9) Board members. Four (4) members are appointed by the Lieutenant Governor in Council and five (5) members are elected.

The Competency and Selection Criteria for Members of the Board of Directors will be reviewed at least every five years to ensure that it reflects the current needs of the Board. All Board members shall meet the following competency criteria:

- As a basic prerequisite, each Board member shall be an individual who is not less than 18 years of age, has the power under law to contract, has not been found by a court in Canada or elsewhere to be mentally incompetent and does not have the status of bankrupt.
- Each Board member shall possess general competencies and interpersonal skills for effective participation as a contributing Board member (such as collaboration, completing tasks in a timely manner, building consensus, etc.).

Each Board member brings unique skills and experience to the Board. In selecting new Board members, attention will be given to ensuring that the collective mix of skills and experience supports the Board’s ability to add strategic value to the RHRA.

In addition, reasonable efforts shall be made to reflect a variety of perspectives, including consumer/resident protection and public interest perspectives. The Board recognizes the importance of having a diversity of backgrounds from both within and outside the retirement home sector.

Collectively, Board members should:

- possess a positive orientation for consumer protection initiatives.
- provide strong participation that strives for excellence and supports consensus building.
- be strategic thinkers who take a governance-focused approach to Board responsibilities.
- demonstrate a willingness to proactively support the RHRA’s mandate, vision and values.

The Minister-appointed Board members may include representatives of the public,

consumer groups, businesses, government organizations and representatives of other interests as the Minister determines.

**Equity, Diversity and Inclusion (EDI):**

RHRA is committed to equity, diversity, inclusion and continues to work to maintain a diverse Board. RHRA values the unique skills and experience (professional and lived) that each Director brings to the Board. In selecting new Board members, attention shall be given to conducting outreach to non-traditional channels to recruit potential Directors.

The RHRA Board will strive to reflect the diversity of Ontario, including but not limited to:

- Geographic distribution
- Race/Ethnicity
- Gender
- Age
- Disability
- 2SLGBTQIA+ (Two Spirit, Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex, Asexual plus)

RHRA Board – Key Experience Areas			
	Competency	Definition	Elements - <i>How the competency is demonstrated for effective performance in the position.</i>
<b>Governance</b>	<b>Board Experience</b>	Experience overseeing and directing a corporation by supervising and contributing to executive management.	<ul style="list-style-type: none"> <li>• Leverages knowledge and experience to build a modern, sustainable authority.</li> <li>• Understands and has experience in the broader public sector context as it relates to overseeing policy, budget, and resource allocations.</li> <li>• Uses knowledge to ensure compliance with requirements set out in all pertinent legislation and governing documents.</li> <li>• Experience with concepts and practices related to Board governance, particularly in the public sector.</li> <li>• Knowledge of tools and methodologies to monitor and develop the performance of the organization and CEO.</li> </ul>

RHRA Board – Key Experience Areas			
	Competency	Definition	Elements - <i>How the competency is demonstrated for effective performance in the position.</i>
	<b>Financial Acumen</b>	Experience or knowledge regarding audit, finances, accounting, enterprise risk management, investments, and compliance requirements.	<ul style="list-style-type: none"> <li>• Understands financial statements and financial performance and can identify operational and/or financial implications and key factors driving results.</li> <li>• Understands internal controls required within an organization.</li> <li>• Familiarity with financial information preparation and experience with audit processes, including acting as part of an Audit Committee.</li> </ul>
	<b>Information Technology</b>	Experience or knowledge regarding information technology as a support to business processes.	<ul style="list-style-type: none"> <li>• Expertise in information technology including cybersecurity and privacy protection.</li> <li>• Knowledge and experience in digital and social media.</li> <li>• Knowledge of current and emerging technologies, including latest developments in artificial intelligence, machine learning and data analytics.</li> </ul>
	<b>System Thinking &amp; Risk Assessment</b>	Experience in the process of assessing risk and acting in such a manner, or prescribing policies and procedures, so as to avoid risk or minimize loss associated with such risk.	<ul style="list-style-type: none"> <li>• Experience operating in complex environments with demonstrated understanding of key issues and levels of change.</li> <li>• Demonstrated knowledge and experience with enterprise risk management programs and processes.</li> <li>• Able to identify appropriate controls and processes for assessing and managing risk, tabling items of concern for consideration by the Board.</li> <li>• Balances risk mitigation appropriately with effective decision making and direction setting.</li> </ul>
	<b>Strategic Direction and Planning</b>	Experience in the development and execution of strategic and business plans. This includes understanding stakeholder needs and how they relate to organizational priorities and investments and using appropriate metrics to track progress.	<ul style="list-style-type: none"> <li>• Extensive experience in the review of strategic and business plans.</li> <li>• Expertise in one or more of the functional areas of organizational management (e.g., legal; HR/compensation; finance, IT).</li> <li>• Understanding of various stakeholder perspectives and ability to identify how to incorporate and shape organizational priorities to include those perspectives.</li> <li>• Knowledge and understanding of the strategic planning process and contribute to the development of the strategic direction, core values and the strategic goals and objectives of the organization.</li> </ul>
<b>Regulatory</b>	<b>Regulatory</b>	Direct regulatory	<ul style="list-style-type: none"> <li>• Experience in directing the affairs of a</li> </ul>

**RHRA Board – Key Experience Areas**

	<b>Competency</b>	<b>Definition</b>	<b>Elements - How the competency is demonstrated for effective performance in the position.</b>
	<b>Governance</b>	experience and/or experience in overseeing a regulator including rulemaking, communication of rules, monitoring, enforcement, adjudication, sanctions, and evaluation.	regulatory organization in keeping with its mandate, governing statutes and in accordance with its business plan. <ul style="list-style-type: none"> <li>• Experience directing the development of annual reports that report on the organization's performance in a transparent and useful manner to relevant stakeholders.</li> <li>• Understands when to inform the Minister / Ministry of issues and initiatives impacting the RHRA's mandate and its stakeholder community.</li> <li>• Understands legislative process and requirements to amend legislation and/regulation.</li> <li>• Supports the development of RHRA management by providing oversight and advice on issues unique to regulators.</li> <li>• Has knowledge of, and a commitment to, sound regulatory practices.</li> </ul>
	<b>Stakeholder Relations</b>	Experience in enhancing relationships and aligning persons or organizations with strategic objectives. Able to incorporate and/or manage stakeholders' views/expectations when setting priorities for the organization as a whole.	<ul style="list-style-type: none"> <li>• Able to keep the views of end consumers in focus when setting organizational direction.</li> <li>• Demonstrated ability to be informed and involved with community groups or associations, actively contributing to their functioning.</li> <li>• Experience balancing competing interests and acting in difficult situations with tact and diplomacy where groups with competing interests converge.</li> </ul>
	<b>Healthcare &amp; Social Systems Knowledge</b>	Demonstrated knowledge of relevant health and social issues with the ability to think strategically to plan and solve core issues over the long term.	<ul style="list-style-type: none"> <li>• Understands relevant health and social components that impact seniors' housing and care.</li> <li>• Uses broad knowledge of these sectors to strategize on how to leverage other relevant institutions, agencies, initiatives to support the goals of RHRA.</li> <li>• Understands the complex interrelationships among various health and social initiatives, associations, and regulatory bodies and can identify overlaps; gaps; and opportunities (e.g., partnerships; alternate delivery methods) to the Board for maximizing the impact of the RHRA.</li> </ul>

RHRA Board – Key Experience Areas			
	Competency	Definition	Elements - <i>How the competency is demonstrated for effective performance in the position.</i>
			<ul style="list-style-type: none"> <li>• Knowledgeable of policies and practices of various institutions/initiatives in social or health sectors that can inform Board discussion and strategy.</li> </ul>
	<b>Retirement Homes Industry Knowledge</b>	General knowledge of the retirement home industry.	<ul style="list-style-type: none"> <li>• Experience operating or overseeing the operation of a retirement home(s).</li> <li>• Familiar with trends in the retirement home sector including business practices and resident needs.</li> <li>• Experience working with or in the retirement homes sector as a health care professional, caregiver, or community partner.</li> </ul>
<b>Minimum Standards</b>	<b>Independence</b>	The capacity to think and act in the best interests of RHRA, and in the public interest.	<ul style="list-style-type: none"> <li>• Able to maintain judgment and fulfill the fiduciary duty to the RHRA, ensuring that the RHRA remains financially self-sustaining and focused on consumer protection as the core driver of decision-making.</li> <li>• Capable of bringing forward different points of view to Board discussions ensuring rigor in debate and decision-making.</li> <li>• Maintaining independence of character and thought regardless of the member's specific background and experience.</li> </ul>
	<b>Competence</b>	Having sufficient skills, experience, and character to provide leadership and governance to the organization.	<ul style="list-style-type: none"> <li>• Accumulated robust and diverse experience during one's career that is relevant to developing the desired attributes for Board members.</li> <li>• Knowledge and experience to facilitate effective assessment of information presented by management and stakeholders.</li> <li>• Able to positively contribute to Board debate through keen observation and insight, confidently challenging other Board members while positively contributing to a culture of mutual respect and collaboration.</li> </ul>
<b>All Directors</b>	<b>Communication Skills</b>	Ability to gather facts and pertinent information to gain understanding before drawing conclusions or taking action. It involves active listening to	<ul style="list-style-type: none"> <li>• Able to understand and respond to issues regardless of how they are presented including through actions, unstated interests and pressures and emotions as well as stated positions or evidence.</li> <li>• Practices active listening to comprehend interests as well as positions.</li> </ul>

**RHRA Board – Key Experience Areas**

	<b>Competency</b>	<b>Definition</b>	<b>Elements - How the competency is demonstrated for effective performance in the position.</b>
		enhance understanding and accurately assess situations to help resolve issues. It also includes the ability to clearly articulate one's own views in a constructive and meaningful manner in both written and oral communication.	<ul style="list-style-type: none"> <li>• Employs effective questioning to elicit further information or gain greater understanding or clarity.</li> <li>• Assimilates multiple sources of information to make informed decisions that effectively uncover and address the issues.</li> <li>• Understands the impact of one's own actions and emotions, demonstrating self-control and focus in situations of tension.</li> <li>• Values diversity of opinions and perspectives. Seeks consensus.</li> </ul>
	<b>Informed / Business &amp; Professional Judgment</b>	Professional judgment is the exercise of critical thinking, analysis and assessment of implications, identification of patterns, making connections of underlying issues, and the ownership of the outcome. Effectively exercised, it leads to fair, efficient processes and brings clarity and resolution to complex and ambiguous situations or issues.	<ul style="list-style-type: none"> <li>• Uses professional experience to make assessments of facts, data, credibility and situations.</li> <li>• Applies professional knowledge to analyze issues, clarify positions and determine workable options or reach reasoned decisions.</li> <li>• Facilitates open dialogue such that underlying issues and interests are revealed.</li> <li>• Employs optimal timing and circumstances for either refraining from or making a decision.</li> <li>• Decisions are made to ensure the proper and expeditious conduct, control and oversight of RHRA activities.</li> <li>• Identifies and engages in continuous development opportunities to update skills and experience required on the board.</li> </ul>
	<b>Integrity / Ethics / Values &amp; Accountability</b>	Integrity / ethics / values is the willingness to hold oneself and others accountable for acting in ways, both privately and publicly, that are consistent with stated values, principles and professional standards.	<ul style="list-style-type: none"> <li>• Sets the ethical tone and values of the RHRA in internal and external interactions and encourages others to act ethically and in keeping with RHRA values.</li> <li>• Actions are guided in the best interests of the RHRA and the public.</li> <li>• Acts based on values even when cost or risk is at stake.</li> <li>• Has developed personal and professional credibility to the degree that the RHRA's values and standards are evident.</li> <li>• Facilitates and encourages openness and honesty even when it is difficult for others to do so.</li> </ul>

RHRA Board – Key Experience Areas		
Competency	Definition	Elements - <i>How the competency is demonstrated for effective performance in the position.</i>
		<ul style="list-style-type: none"> <li>• Emphasizes the importance and impact of integrity and ethics to the roles and responsibilities of the RHRA.</li> <li>• Supports, respects, and promotes the principles of equity, diversity and inclusion. Stands by and accounts for RHRA decisions that are consistent with relevant law and evidence even if they are unpopular or controversial.</li> </ul>
<b>Decision Making</b>	Involves independent analysis of data and evidence as well as reasoned thinking and application of relevant law.	<ul style="list-style-type: none"> <li>• Weighs all submissions thoroughly.</li> <li>• Issues clear decisions that reflect a thorough analysis of the issues, and balances perspectives and details reasons.</li> <li>• Decides independently but knows when it is appropriate to consult the opinions and advice of others.</li> <li>• Clearly articulates views and defends positions on complicated and controversial issues.</li> <li>• Contributes to making decisions in a timely manner.</li> <li>• Participates in robust and generative discussions.</li> </ul>
<b>Partnership / Relationship Building</b>	Partnership / relationship building is working cooperatively with all stakeholders to solve common issues, meet mutual goals and build synergies. It includes leveraging existing relationships building an effective network of existing contacts or new partnerships. It also involves an awareness that a mutual	<p><b>Generally</b></p> <ul style="list-style-type: none"> <li>• Understands when and how to involve the right group of stakeholders, government officials, interested parties and partners.</li> </ul> <p><b>Internally</b></p> <ul style="list-style-type: none"> <li>○ Builds a collegial environment among members where learning and sharing are the norm.</li> <li>○ Promotes understanding and tolerance of other points of view by encouraging discussion of different perspectives.</li> <li>○ Creates positive and open relationships with the CEO and staff to ensure that RHRA staff is involved in plans and functions as a cohesive, professional group.</li> </ul> <p><b>Externally</b></p> <ul style="list-style-type: none"> <li>○ Is proactively involved with partners (may include other agencies, other ministries / divisions, professional groups, peers, etc.) and stakeholders to enhance and build informal and formal relationships to share</li> </ul>

RHRA Board – Key Experience Areas			
	Competency	Definition	Elements - <i>How the competency is demonstrated for effective performance in the position.</i>
		interest- based relationship that operates on trust forms the foundation for success in delivering results.	<p>experience, create synergies or discuss common issues and solutions.</p> <ul style="list-style-type: none"> <li>○ Engages in the activities of professional associations, sector associations, and federal and provincial counterparts.</li> <li>○ Proactively liaises with stakeholders to identify opportunities to build or mend relationships or seek resolution to issues.</li> <li>○ Creates an environment of trust, where stakeholders understand that they can bring issues to the Board and matters will be handled in a professional manner with competence and tact.</li> </ul>
Chair & Vice Chair	<b>Leadership</b>	Leadership involves approaching initiatives from a strategic perspective, championing new initiatives and working towards their achievement to deliver quality services to the public. It is expressed by inspiring, motivating, and leading others, guiding the organization by linking long-range vision and concepts to daily work. It involves clear and transparent communication of internal and external issues and the strategies used to address them.	<ul style="list-style-type: none"> <li>● Articulates the vision and oversees the implementation of plans, monitors key programs for quality.</li> <li>● Inspires confidence in staff, stakeholders, the authority community and government, and ensures they are aware of the strategic framework (vision, mission and goals) of the RHRA.</li> <li>● The strategic direction considers policy, human and financial resource implications.</li> <li>● Demonstrates active leadership by ensuring quality control of key RHRA programs and practices.</li> <li>● The RHRA is seen to be a centre of expertise in its field. Decisions are clear and effectively resolve issues.</li> <li>● Acts as a spokesperson for the Board in official “on the record” role.</li> </ul>
	<b>Impact / Influence</b>	Impact / influence is the ability to persuade or convince others to adopt a specific course of action impacting plans,	<ul style="list-style-type: none"> <li>● Uses strategies to anticipate, identify and respond effectively to different points of view to build support and agreement.</li> <li>● Builds informal and formal support for ideas. Uses expert facilitation and knowledge of group process and individual preferences to lead</li> </ul>



RHRA Board – Key Experience Areas		
Competency	Definition	Elements - <i>How the competency is demonstrated for effective performance in the position.</i>
	processes, practices and people. It involves leading by positive example, setting high standards and charting a clear and steady course. It also involves the use of effective facilitation skills to achieve desired results in sometimes high-impact, high-risk and complex situations.	<p>discussions.</p> <p><b>Internally</b></p> <ul style="list-style-type: none"> <li>○ Sets and monitors realistic but challenging performance measures.</li> <li>○ Protects independence in RHRA decision-making by setting processes to handle complaints and communicating standards of interaction and a code of ethical conduct for Board members.</li> </ul> <p><b>Externally</b></p> <ul style="list-style-type: none"> <li>○ Has a profile within the regulated sector and acts as a key spokesperson and liaison for the RHRA to create understanding and impart information that may be contentious or to create buy-in.</li> <li>○ Imparts stakeholder issues, conveys stakeholder perspectives and identifies possible solutions or opportunities that meet the needs of both the authority community and government.</li> <li>○ Makes convincing recommendations to the Minister for the RHRA regarding impact of proposed policies.</li> </ul>
<b>High Performance Management</b>	Managing for results is the ability to plan for and achieve measurable results and reach successful outcomes at an individual, authority and community level. It involves a steady focus on desired outcomes, setting challenging goals, making difficult decisions, and anticipating and addressing potential obstacles or conflicts to achieve excellent results.	<ul style="list-style-type: none"> <li>● Ensures that the RHRA meets its statutory obligations and carries out its mandate effectively and efficiently.</li> <li>● Provides oversight of regulatory practices to ensure the quality of decisions.</li> <li>● Oversees the establishment and monitoring of systems and procedures that plan and measure results.</li> <li>● Sets performance targets that are both realistic and challenging to meet the RHRA's vision and objectives.</li> <li>● Maintains steady control and focus on the image and reputation of the RHRA for timeliness, clarity and quality.</li> <li>● Achieves results among varying and often conflicting obligations.</li> </ul>

**Retirement Homes Regulatory  
Authority**



---

Chair of the Board

Date: November 2, 2023

**His Majesty the King in right of  
Ontario**



---

Minister for Seniors and Accessibility

Date: November 14, 2023