

Retirement Homes Regulatory Authority Risk Officer Annual Report 2023 / 2024

Submitted by Kevin McCarthy, Risk Officer, RHRA
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Introduction

The Retirement Homes Regulatory Authority, (“RHRA” or “Authority”) was established under the *Retirement Homes Act, 2010* (“Act”) and, while it is considered an independent body from the provincial government, it is subject to government oversight through a written Memorandum of Understanding (“MOU”) with the Ministry for Seniors and Accessibility (“Ministry”). The Authority administers the Act and regulations and oversees the enforcement of provisions contained within.

The Act requires that an independent, statutory officer (i.e. Risk Officer) be appointed by the Authority. The duties of the Risk Officer are set out in section 24(3) of the Act as follows:

The Risk Officer:

1. *a) shall review and assess the effectiveness of the Authority’s administration of this Act and the regulations, including the Authority’s activities and proposed activities related to ensuring that licensees meet the care standards and safety standards set out in this Act and the regulations, and respect the rights of residents set out in the Act and regulations, and;*
2. *b) shall perform the other duties and exercise the other powers that are prescribed.*

The Risk Officer is appointed by the Board of Directors of the RHRA (“Board”), in accordance with provisions set out in the Act, the MOU between the RHRA and the Minister responsible for Seniors and Accessibility, and RHRA’s By-law Number 1. They are accountable to perform such duties and issue reports to the RHRA Board through its Governance, Regulatory Affairs, and Nominations Committee (“Governance Committee”). Notwithstanding these reporting requirements, the Risk Officer role is established as both a statutory but also an independent position, with clear expectations that the Risk Officer carries out their duties in an independent manner.

Overview, Scope, and Approach

During the scoping exercise for this year’s report, time was spent reviewing previous Risk Officer reports, other RHRA reports (e.g., Strategic Plan, Annual Report), speaking with RHRA staff, and the Governance Regulatory Affairs and Nomination Committee (GRANC). Informed by these engagements the scope of this annual report focuses on a review of all previous and outstanding recommendations made by the Risk Officer, as listed in the *RHRA Risk Officer Implementation Status Report*.

Specifically, there are nineteen outstanding recommendations identified with the status of “in progress”, “partially complete” or “not started”. This review includes a re-assessment of each outstanding recommendation, the relevant evidence and identification of a current recommendation for each of the nineteen recommendations (complete or in progress).

Background:

The structure of the report is in chronological order (oldest to most recent recommendation) and uses the following headings for the review of each recommendation:

- **Original Recommendation** – the outstanding recommendation identified from a previous Risk Officer report and the date of the relevant report (e.g., 2020-21).
- **Current Evidence** – highlights of relevant and current evidence gathered through interviews, documentation and website reviews.
- **Current Recommendation** – an updated recommendation informed by a review and analysis of the relevant evidence. The current recommendation is identified as either complete or in progress.

It is worth noting that a number of original recommendations share similar themes (e.g., communication, stakeholder engagement activities) therefore much of the relevant evidence listed under a particular recommendation may be relevant to other recommendations.

Summary of Current Recommendations:

On review of each original recommendation and current sources of evidence, the following lists summarize the Risk Officer’s current recommendations:

Complete – the original recommendation has been substantively achieved and can be updated to the status of complete now that the recommendation has been satisfied. The following have been assessed with a current recommendation of **Complete**: 1, 2, 3, 4, 6, 10, 11, 13, 14, 15, 17, 18.

In Progress – significant progress has been made on the original recommendation, with some deliverables still outstanding. The following recommendations have been re-assessed with the current recommendation of **In Progress**: 5, 7, 8, 9, 12, 16, 19.

Detailed Recommendations:

1)

Original Recommendation: All third parties who have a role respecting oversight or other involvement in retirement homes should be identified (TSSA, ESA, CHATS, Public Health, Fire Departments, Health Regulatory Colleges are examples) and it is recommended that the RHRA review these respective ‘accountability chains’ to identify ‘gaps’ and how these may be addressed to reduce potential for regulatory and reputational risk. (2014-15)

Current Evidence: The RHRA established the Partnership & Engagement function in 2021 responsible for front-line engagements with residents, licensees, and community services/partners. This includes “accountability chains”, which refers to organizations that have their own unique roles and accountabilities for the oversight of retirement homes in Ontario (e.g., fire departments, regulatory health professions regulators, police, public health units, Ministries, etc.).

Partnership & Engagement track contacts with these organizations as part of its operations, including the identification of gaps, strategies addressing those gaps and follow up activities for sharing information and education about the RHRA and its resources.

Current Recommendation: Complete

This recommendation is satisfied through the RHRA’s creation of the Partnership & Engagement function, along with its documentation and tracking of engagements with other organizations with their own unique oversight accountabilities for retirement homes.

The completion of the recommendation is further enhanced by the availability of resources listed in subsequent recommendations, supporting stakeholder’s understanding of the RHRA’s role and resources.

2)

Original Recommendation: For participants in the Compliance Support program (“CS Program”) with a common licensee, consider elevating the support and related discussions to the licensee, as opposed to providing support only at the individual home level. This approach will help ensure a licensee with multiple homes is able to address concerns across all owned homes and improve regulatory adherence. This top-down approach will also help the RHRA further build collaborative relationships with both the operators and licensee. (2018-2019)

Current Evidence: The RHRA addresses the communication with licensees of multiple homes (or chains) through the *Compliance Support Program*. The purpose of multiple home/chain-level engagement is to ensure all homes under single ownership/management benefit from compliance information across a business group, rather than only an individual home.

The approach is reflected in the RHRA's *Compliance Support letter* to Partner/Chain homes:

“With respect to Compliance Support homes that are part of a chain association, establishing an open line of communication with regional or ‘head office’ personnel can lead to better outcomes...In addition, when a home is working with policies and procedures that are managed centrally, it can be efficient to include regional or head office personnel in our discussions with the home. For example, if a Zero Tolerance of Abuse and Neglect Policy contains definitions of abuse and neglect that do not align with those in the Regulation, we will share this information with you to the benefit of all your homes....”

RHRA maintains a list of chain homes, including the number of homes in the chain/business group, dates of engagements and Compliance Support related actions.

Additionally, resources about the *Compliance Support Program* are available on the RHRA website, including learning modules and guidelines (e.g., Infection Prevention and Control, Assessment and Plans of Care, Emergency Planning, Abuse and Neglect, etc.)

Stakeholder feedback from a Director of Compliance and Care responsible for multiple/chain homes reflected how they are “very knowledgeable” about the *Compliance Support Program*, having engaged with the Program several times with various homes related to home specific citations and voluntary engagements with the RHRA. The Director indicated the RHRA encourages the practice and benefits of sharing information and compliance learnings across homes. The Director added this approach is a good practice supported by the organization.

Current Recommendation: Complete

The evidence indicates the RHRA satisfies this recommendation with its current approach supporting elevating compliance related learnings across multiple homes or chains.

3)

Original Recommendation: Public focused education - Working in conjunction with the Ministry, the RHRA should further bolster information and tools available to the broader public, government agencies (e.g., public health agencies), and other stakeholder partners (e.g., fire departments). This effort should include general awareness of the unlicensed homes initiative, in addition to an easy-to-understand definition of a retirement home. (2020-21)

Current Evidence: The RHRA has developed several public focused educational resources to support residents, the public and other stakeholders’ understanding of the role and accountabilities of the RHRA and the understanding of licensed retirement homes.

The RHRA maintains and tracks the stakeholder groups it provides packages of information and presentations, including retirement homes, MPP and constituency offices, and other groups (e.g., Together We Care Conference, Ontario Regulatory Authorities, Ontario Society of Senior Citizens Organizations, Older Adult Centres’ Association of Ontario, Infection Prevention and Control Canada conference, etc.). Information and web resources provided to stakeholders, listed below, detail the role of RHRA and support understanding of licensed retirement homes:

“I’m Looking for a Home” a link is on the RHRA website that provides options with additional links to information: *Get Started (Choosing a home that is right for you), Tips for Finding a Home, Support Tools*. These links provide specific information on a broad range of topics, including:

- The differences between retirement and long-term care homes, including a 1-page graphic to illustrate these differences.
- *Retirement Home Database and Guide*, which explains what information is publicly available and how to use the Database, how to Evaluate Retirement Homes, How to Read an Inspection Report.
- “Four things to consider when conducting your research” and questions to consider.
- Residents’ Bill of Rights, Reporting Harm and Making a Complaint.

“Benefits of Living in a Licensed Retirement Home” (brochure) is a public focused resource that provides information, including:

- RHRA’s duties under the Act and responsibility for the protection of seniors living in licenced retirement homes in the province
- RHRA’s duties under the Act including licensing and inspecting retirement homes, complaints and compliance responsibilities, informing, and educating the public, information the Retirement Home Database
- Residents’ Bill of Rights
- Finding a Home, including tips and considerations
- *What’s the difference between retirement and long-term care homes*
- How to Report resident harm and the Complaints process Complaints
- Emergency funding
- RHRA Contact information and resources

“Safeguarding Ontario’s retirement homes residents” a digital brochure which includes information about the RHRA and contact information for residents to reach out for assistance with concerns about a home meeting the standards required of a retirement home and reporting harm or making a complaint.

Residents' Councils in Retirement Homes: information for groups of people living in the same retirement home who may wish to meet on regular bases to discuss concerns, develop suggestions and communicate with other residents. The guide *How to Start a Residents' Council* offers information on how to start a group, *The Retirement Homes Act*, and sample resources residents can use.

"What is a licensed retirement home in Ontario": a fact sheet that provides information on what defines a licenced retirement home including "care services" and when the definition is applied. It also explains the name "retirement home" is not a protected term under the Act, meaning facilities may be using the name despite not meeting the definition of a licensed home.

The Stakeholder Advisory Council provides advice to the RHRA on matters related to its mandate. The Council is made of up residents, owners/operators, advocacy associations and regulated health professions, providing perspectives and inputs on RHRA activities (e.g., fees, complaints processes, communication campaigns).

Stakeholder feedback from a retirement home resident mentioned how they feel the RHRA provides helpful information (e.g., brochures, website information) and is open to listening to resident feedback. They also reflected the challenges of finding ways to share information about the RHRA with residents, many of whom are not aware of the role of the RHRA or who may not have easy access to technology and information. While there are no easy answers to this challenge, it was suggested the RHRA continue to identify meaningful ways to directly connect with residents and to envision residents as partners in meeting the RHRA's mandate.

Current Recommendation: Complete

The evidence listed above of public focused education and resources satisfies the focus of the original recommendation, with particular emphasis on the benefits of licensed retirement homes and reaching out to the RHRA with questions and concerns.

4)

Original Recommendation: Operator focused education - The RHRA should continue developing materials and tools to support operators. Consideration should be given for items such as: development of material in multiple languages, creation of material to leave behind for those congregate living settings that are being inspected, and as noted above, a user-friendly definition of a retirement home. (2020-21)

Current Evidence: Much of the evidence reflected in the previous recommendation is also relevant to this recommendation, including the information packages and presentation

resources shared with retirement homes and other stakeholders such as the *Retirement Home Data Base*, *“I’m Looking for a Home”* weblink, and *Benefits of Living in a Licensed Retirement Home* (brochure). Additional operator focused education and resources include:

“Safeguarding Ontario’s retirement homes residents” a digital brochure which includes information about the RHRA and contact information (1-855-ASK-RHRA), Bill of Rights, Finding a Home, Tips, Reporting Harm, Inspections, Complaints, Emergency Fund, Resources (resources are available in Italian, Spanish, Punjabi, Chinese – simple and traditional). The website also has a French language version with a link on the RHRA homepage, and the website is AODA compliant.

RHRA Update Newsletter: a weekly newsletter with approximately 2000 subscribers which includes all licensees, associations and government partners. Recent topic updates have included:

- Sharing Ministry for Seniors and Accessibility memo on the importance of infection prevention and control
- A reminder about updates to the *Employment Standards Act* and the licensing of temporary help agencies
- Duties to report certain deaths to the Coroner or Police
- Clarifications on reporting medication errors to the RHRA
- Sharing a Ministry memo on respiratory syncytial virus vaccine
- Information on the RHRA’s Resident Network
- Reminder of the Newsletter Survey

Toward the end of 2023, the RHRA launched a Newsletter survey, seeking feedback on what information would be most helpful to operators and licensees. Stakeholders provided feedback on the newsletters design, publishing frequency, and content (e.g., government news, compliance and education resources, FAQs).

The RHRA also engaged in Multi-Stakeholder Research seeking feedback from industry stakeholders, operators, advocates, and residents. Findings included favourable impressions of the RHRA (supportive and accessible) and broad agreement with the need for an organization to oversee retirement homes.

Stakeholder feedback from a Director of Home and Community Care Support indicated RHRA staff reached out a year ago and presented on the role of the RHRA to that organization’s leadership and care coordinator team, who support multiple homes across the province. The engagements were described as very helpful including information about resident risk, criteria for being a retirement home, reporting obligations and RHRA resources. The Director indicated they anticipate on-going engagement with RHRA staff and “wouldn’t hesitate” to reach out with questions or resource requests.

Current Recommendation: Complete

The examples listed above are evidence of operator focused education and resources that satisfies the focus of the original recommendation.

5)

Original Recommendation: The RHRA, in collaboration with the Ministry, should re-visit the Retirement Homes Act, including a review of the current definition of a 'Retirement Home'. It is important to occasionally review legislation to ensure that current realities are able to be appropriately addressed. It is strongly recommended that prior to any revision, a robust consultation process is undertaken with various agencies and stakeholders. This will help ensure any revisions address any current gaps, in addition to avoiding any excessive regulatory overlap. (2021-21)

Current Evidence: The RHRA has ongoing engagement with the Ministry of Seniors and Accessibility (MSAA) with opportunities to review and consider updates to the Act and regulations. RHRA also has the opportunity to provide the Minister with policy advice. RHRA has been in regular discussions with the MSAA about the difficulties in providing appropriate oversight due to the complications related to the term "Retirement Home", which is not a protected term.

Current Recommendation: In Progress

The RHRA has on-going collaborative opportunities with the Ministry, supported by organization's leadership. These continuing engagements will be essential to activities related to reviewing the Act, including revisions such as a definition of 'Retirement Home'.

6)

Original Recommendation: The RHRA should consider augmenting and standardizing content that in progress is communicated with stakeholders. A formalized functional role would support improving consumer and operator awareness through enhanced consistency, clarity, and end-user friendly information. Furthermore, this strategic focus would support the success of several recommendations noted within this report. (2020-21)

Current Evidence: Along with the stakeholder supports and resources listed in previous recommendations, the Partnership and Engagement function was created in 2021 with responsibilities for front-line engagements with residents, licensees, and community services/partners.

The RHRA also has a Public Affairs & Policy function, responsible for leading centralized stakeholder coordination, consultation, and relationship management to advance RHRA's mandate, including tailored stakeholder engagement component to raise awareness, seek feedback, ensure alignment, and foster collaboration.

As set out in the evidence of other recommendations, these functions have created a suite of tools, engagements and resources to support residents, operators, and other stakeholders.

Current Recommendation: Complete

Through the creation and resourcing of the Partnership & Engagement and Public Affairs & Policy functions, the RHRA has satisfied the focus set out in the original recommendation.

7)

Original Recommendation: Based on an assessment of factors during the licensing process, RHRA, on occasion, requests a business/operational plan from applicants. RHRA should consider developing a standard template for the type of information that is expected from applicants when business/operational plans are requested. (2021-22)

Current Evidence: The development of a business/operational plan template currently falls within the scope and key deliverables of the RHRA's *Financial Viability Project*. The project is on-going and reflected within the RHRA Business Plan (*Enabling Impact through Operational Excellence*). RHRA staff are currently reviewing a jurisdictional scan and consulting, including other regulators, on relevant best practices related to business plans.

Current Recommendation: In Progress

Work related to this recommendation is on-going.

8)

Original Recommendation: Construct a roster of pre-approved external vendors to provide RHRA quick access to specialized support which may be required throughout the licensing process. This may include expertise in areas such as, amongst others, legal, financial, operational, etc. (2021-22)

Current Evidence: Similar to the previous recommendation, the deliverables associated with the recommendation falls within the scope and key deliverables of the RHRA's *Financial Viability Project*. The project is on-going with internal supports and reflected within the RHRA

Business Plan, (*Enabling Impact through Operational Excellence*), and includes updates to the board on the project's progress.

Current Recommendation: In Progress

Work related to this recommendation is on-going.

9)

Original Recommendation: Develop a user-friendly online portal for submission of licensing applications and related documentation submissions. This portal should also feature a mechanism by which a minimum amount of information is required to be uploaded prior to the application being able to be submitted for review. (2021-22)

Current Evidence: The RHRA has developed a user-friendly online portal and set the roll-out of the new portal to go-live beginning in June and extending to September 2024. The benefits of the portal will include improved and comprehensive on-line services to licensees (e.g., submission of applications and related documents).

As part of a pilot project, the RHRA sought feedback from users and received positive feedback (e.g., the process is improved, application burden reduced).

Communications and engagement plans will target audiences (licensees and operators, retirement home staff, broad stakeholders), and include information about the launch of the portal, with messaging about enhanced efficiency for users. Tactics for communication will include e-newsletters, advisories, website information, benefits messaging.

Current Recommendation: In Progress

Significant advancements have been made as work continues related to this recommendation.

10)

Original Recommendation: Develop more formalized guidance in relation to surrendering licences, which aligns with 'Ceasing to operate a retirement home' requirements under Section 49 of the Act. This guidance should be provided to applicants when they first apply for a license, but also be easily accessible post licensing. RHRA should also consider proactively communicating this guidance in other circumstances deemed appropriate. (2021-22)

Current Evidence: Several resources related to this recommendation are available on the RHRA website that focus on ceasing operations of a retirement home, including:

The *Licensees and Operators* link on the RHRA homepage provides additional links to information and materials relevant to retirement home operators (e.g., safeguarding residents' rights, Plans of Care, how to handle complaints, and *ceasing to operate a retirement home and transition plan*).

Ceasing to operate and Transition plan links to information and documents about the requirements set out in the *Retirement Homes Act*, including:

- Licensee's reasons for ceasing to operate the home as a retirement home
- A list of alternative accommodation and external care providers that may be available to meet the needs of the residents after the home ceased to be operated as a retirement home
- Description of how the licensee will deal with any money that residents have entrusted to the licensee
- Providing each resident at least 120 days notices before a retirement home ceases to be operated.

Related to this recommendation, the RHRA provides a *Welcome Letter* to each new licensee that includes details on resident safety and well-being, compliance and inspections, website resources and the responsibility to obtain prior approval from the RHRA before ceasing operations as a retirement home.

Stakeholder feedback from a Director of Care and Legal Director accountable for multiple homes, indicated they have had experience with ceasing operations of retirement homes. They found the process clear and were able to advise their teams on how to navigate the requirements, including using the transition plan document and contacting RHRA staff with any questions. They have had no issues with submitting this information.

Current Recommendation: Complete

The evidence listed above satisfies the original recommendation of formal guidance about ceasing to operate a retirement home.

11)

Original Recommendation: Develop educational material that is available to all licensees, with a focus on operators new to the Province and/or new to operating retirement homes. This could take the form of documentation, video, online content, etc., with the goal being to provide a strong understanding of the retirement home regulatory environment including RHRA's requirements and expectations. Also consider whether the educational portion would

be a requirement during the licensing process for all or some (e.g. new to the Province or new to operating retirement homes) applicants. (2021-22)

Current Evidence: The RHRA has developed a suite of resources and educational materials for licensees that highlights information relevant to the requirements for all licensees operating a retirement home in Ontario, including:

The RHRA website home page link [Applying For A Licence](#), provides an additional link to [Who needs one](#) that identifies the *Retirement Homes Act* as setting out the legal standards and requirements for all retirement homes to operate safely and successfully. Information includes details on what a “retirement home” as identified in the Act.

The webpage also has a list FAQs with information on a broad range of questions under the headings of “*What are the RHRA’s responsibilities?*”, “*Does every retirement home require a licence?*”, and “*How do you apply for a retirement home?*”.

Linked through [Applying For A Licence](#) is [How to Apply](#) which provides a list of important information to consider before beginning the application process including:

- [New owner, new license](#) explains retirement home licences are not transferable and when a new licence application is necessary.
- [Only in Ontario](#) explains that licences from other countries and provinces are not valid in Ontario. Licences to operate a home in Ontario must be applied for in Ontario and only the RHRA can approve a retirement home licence.

In addition to the resources listed above, the RHRA provides addition education resources for licensees new to the province or operating a retirement home, including the [Compliance Assistance Modules](#) which provides operators information on the legal, regulatory and inspection framework for operating a retirement home. Modules and related guides include, infection prevention and control, behaviour management, complaints, assessment and plans of care, emergency planning, and guides.

The RHRA does not currently have an educational requirement as part of its licensing process. Such a requirement is under consideration related to the organization’s focus on Right Touch Regulation, part of the Strategic Plan.

Stakeholder feedback from a CEO, newly operating retirement homes in Ontario, was not aware of any issues related to understanding or meeting the RHRA requirements for licensure, adding that everything was operating well. They did think it was a good idea to have resources specific to operating in Ontario, since there are differences in how jurisdictions manage retirement homes.

Current Recommendation: Complete

The evidence listed above satisfies the original recommendation's focus relevant to all licensees, including new operators and those new to the Province.

12)

Original Recommendation: Develop protocols and a formal approach for how conditions, post initial licensing, can be rescinded, or subsequently issued. Conditions may be placed on operator licences at the outset, however there are no formal protocols for how and when conditions will be rescinded or issued post licensure. RHRA should consider how this would be executed, as currently conditions are not tied to a length of time or parameters for how and when conditions could be removed (other than at the request of a licensee). The continued development/formalization of monitoring processes will also help in this regard. (2021-22)

Current Evidence: A draft formal guidance document has been created by the RHRA, which aligns with the recommendation and is intended to support a consistent approach to removing conditions. The document is currently being reviewed internally and finalized. Planning is underway for a September 2024 implementation.

Current Recommendation: In Progress

Significant advancements have been made as work continues related to this recommendation.

13)

Original Recommendation: Many retirement home licensees operate in multiple jurisdictions and interact with local, provincial, and other oversight agencies. Currently RHRA, in some instances, seeks publicly available information during the licensing process. RHRA should consider expanding this approach to assess opportunities to build relationships to inform licensing related decisions. (2021-22)

Current Evidence: The RHRA communicates disclosure expectations to applicants in several documents including the *How to Apply* information on the website and the *Application Guide* that sets out disclosure requirements related to licensure from other countries and provinces, along with the self-disclosure requirements set out in forms including *Personal History Report – Individual and Personal History Report – Corporate* (e.g., licensure, CV vetting, orders and offences).

The RHRA has a *Thresholds and Procedures for Background Searches* procedural document that outlines the approach for background searches including credit checks and litigation searches.

Additionally, the RHRA conducts its own open-source vetting process for reviewing information, including the College of Physicians and Surgeons of Ontario, the College of Nurses of Ontario, CANLI, the LTC database.

An MOU with the Ministry of Long-Term Care is currently being pursued by the RHRA.

Current Recommendation: Complete

The RHRA has a detailed approach for gathering relevant information during its licensing processes, which includes self-reporting obligations and its own process for identifying relevant information from other sources. While the MOU with LTC is not yet in place, the current practices satisfy the focus of the original recommendation.

14)

Original Recommendation: Develop enhanced and more robust notification requirements post licensure, which are clear and well communicated. This may include notification requirements such as: notification required if fines/penalties/legal action taken from an oversight body in another jurisdiction, equity changes exceeding a certain threshold (i.e. below 50%), beneficial ownership changes, and other items which could impact the status or risk profile of a licensee. The examples listed above are for illustrative purposes only and RHRA should assess what additional information would be valuable. (2021-22)

Current Evidence: On the RHRA website home page, the link [*Applying for a Licence*](#) brings the user to a page that includes [*After You Apply*](#) which provides relevant information following the submission of a completed application, including highlighting [*Notice of Change*](#) which sets out the requirements to inform the RHRA of any material change to any information on the application forms and any change to information published in the Retirement Home Database.

The [*Notice of Change*](#) form provides instruction on when to notify the RHRA and what information to provide:

- Notifying the RHRA in writing at least two months before changes occur, or as soon as practicable; How to notify the RHRA
- The type of changes that require notification
- Information about the home and contact details
- Director/Controlling interest, home management changes
- Sprinkler amount change
- Suite and care services changes
- Day to day management change

The RHRA has an administrative fee charge for a licensee who fails to notify the RHRA of changes to the information on the public data base.

Current Recommendation: Complete

The evidence listed above aligns with the focus of the original recommendation related to post-application notification requirements.

This recommendation will benefit from RHRA 's implementation of the online portal, providing additional opportunities to alert licensees of their on-going notification obligations and making it easier to submit updates.

15)

Original Recommendation: Develop summarized snapshot of all retirement homes. Summarize and condense information currently available on retirement homes so that it is clear, concise, and easier to comprehend. RHRA should also take this opportunity to assess whether there is other information, which is currently not in the public domain, but perhaps should be. For example, this may include disciplinary action details. (2022-2023)

Current Evidence: Information about each licensed retirement home is available on the RHRA's publicly available *Retirement Homes Database* found on the homepage of the website. Additional information provided through the link includes "Questions to Ask Potential Homes", "Tips for Finding a Home" and a "Guide for Using the Retirement Home Database".

The webpage has a search function for the *Retirement Home Database*, providing the following information for each licensed retirement home:

- Licence Information, contact information
- Summary of Most Recent Inspection
- Care services
- Number of suites
- Fire sprinklers
- All inspection reports
- All registrar enforcement orders (compliance orders, administrative penalties, management orders, order revoking a license)
- All external proceedings, orders and decisions
- Conditions on licenses
- Persons with controlling interest

The webpage also provides a *Registrar Enforcement Orders* link with plain language descriptions of various Orders (Compliance Orders, Administrative Penalties, Management Order, Order

Revoking a License). The page includes a list of homes with orders, the name of the residence, licence status, and a Registrar Enforcement Order (PDF) that provides a summary of the particulars of the order.

Current Recommendation: Complete

The publicly available information on the website database satisfies the focus of the original recommendation for summary of relevant information about all retirement homes, including resources for users on what information the database contains and how to navigate the database.

16)

Original Recommendation: Update RHRA website. Revamp the website to enhance user friendliness, while also taking the opportunity to alter content to be clear, concise, and easy to understand. (2022-23)

Current Evidence: The RHRA has identified a website update as an organization priority, articulated though the new Strategic Plan. Preliminary scoping work for the project has begun, including a needs analysis and development of an RFP for this multi-year project. It is anticipated the project with will be a 2025-2026 deliverable.

Current Recommendation: In Progress

Work related to this recommendation is on-going.

17)

Original Recommendation: Broaden familiarity of RHRA's existence and role. Consider further opportunities to broaden awareness of RHRA with residents, prospective residents, and others who may support or advise these groups. RHRA should focus on targeted efforts as opposed to mass media/advertising. (2022-23)

Current Evidence: The relevant evidence for this recommendation is aligned with previous recommendations that highlight the broad engagement and on-going communication about the RHRA's role and resources, supported by the Partnership & Engagement and Public Affairs & Policy functions, including the information packages and presentation resources shared with retirement homes and other stakeholders, the *Retirement Home Data Base*, "*I'm Looking for a Home*" weblink, and *Benefits of Living in a Licensed Retirement Home* (brochure), "*Safeguarding Ontario's retirement homes residents*" (brochure) the RHRA Update Newsletter.

Current Recommendation: Complete

The evidence above, along with information highlighted in previous recommendations, reflects activities and resources to broaden familiarity of the RHRA through the support of the Public Relations and Partnership & Engagement functions, which satisfies the focus of the original recommendation.

18)

Original Recommendation: Enhanced proactive relationship directly with retirement home residents. Create channels of communication by which there is a direct proactive relationship with residents. This can come in various forms but may include options such as: a resident newsletter published by RHRA or routine proactive meeting with resident councils. RHRA should assess whether this is currently within their ability, otherwise work with the Ministry to alleviate any hurdles. (2022-23)

Current Evidence: The relevant evidence for the recommendation aligns with the evidence in other recommendations, including engagements with various groups including Retirement Homes and residents, Residents Network, Stakeholder Advisory Council, MPPs and constituency offices and other organizations. The previous evidence also includes a broad range of resources, including brochures and newsletters that share information about the RHRA's role and resources for prospective and current residents.

Current Recommendation: Complete

The focus of the original recommendation is satisfied, informed by previously reviewed evidence related to stakeholder engagement. The resources available from the RHRA for a broad range of stakeholder groups also serves to amplify information about RHRA's role and resources to others who have direct engagement with retirement home residents.

19)

Original Recommendation: RHRA should review, update/enhance, and clearly communicate the information access and privacy code, which is designed to outline what information and in what circumstances information can be shared with residents and other relevant third parties. RHRA should also take this opportunity to assess whether proactive communications/information sharing (based on historical evidence) is warranted in certain circumstances.

Context: There are various categories of information, some of which are clearly confidential, some of which are not confidential and can be shared, and other information which RHRA has

classified as confidential. Although each situation is unique, RHRA should work on documentation and clearly communicate what information is considered confidential and for what reason. Clear, concise, and understandable version of such guidance should be provided on RHRA's website to ensure stakeholders have a clear understanding of how to request information, what type of information will be provided, and rationale for what type of information will not be provided due to privacy and/or confidentiality reasons. It should be noted that at the time of writing of this report, an updated draft access and privacy code had been developed and was being reviewed. (2023-23).

Current Evidence: The RHRA has made considerable advancements with this recommendation through the recently signed Memorandum of Understanding by the Minister of Seniors and Accessibility and the Chair of the RHRA Board.

The MOU includes a schedule "H", which is an update to the Access and Privacy Code. The MOU comes into force on October 1, 2024.

The Code is comprehensive and sets out the accountabilities and duties of the Authority: overview, purposes, definitions, accountability, statutory duty of confidentiality, access to information, accessibility for persons with disabilities, access to public information, access request procedures, exemptions to access, the collection and security of person information, use and disclosure of personal health information, safety of personal information and personal health information, along with administrative procedures such as fees and complaints.

RHRA has a detailed implementation workplan in place, as it prepares for the October enforcement date, including policy and procedure development, resource requirements and public facing communications.

Current Recommendation: In Progress

Significant advancements have been made as work continues related to this recommendation.

Concluding Remarks:

The purpose of this report has been a focused review on the current status of outstanding recommendations identified in previous Risk Officer reports. The RHRA has made considerable advancements with all nineteen outstanding recommendations, completing most, and making significant progress on the remaining recommendations.

With many of the now completed recommendations, the RHRA engaged in several good practices, particularly in the areas of communication and stakeholder engagement (e.g., creating new learning resources, seeking user feedback, surveying stakeholders). Recognizing

that resident and stakeholder needs are dynamic and evolve, the RHRA is encouraged to continue these good practices, while monitoring feedback and trends to remain responsive to changes in stakeholder resource needs.

For the in-progress recommendations, the RHRA is encouraged to monitor the progress of activities related to these recommendations and include relevant status updates and completion dates to the RHRA's *Risk Officer Implementation Status Report*.

In closing, I would like to thank Jay O'Neill, CEO and Registrar of the Authority, and the management team for their continued commitment in supporting the Risk Officer's work. The Risk Officer's duties and powers help provide an independent review of RHRA, which can only be achieved by the support, information, and time that is provided by RHRA management, RHRA Board of Directors, and various external stakeholders who participate in these reviews.