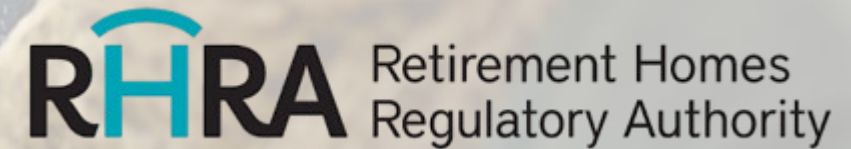




Retirement Homes Regulatory Authority

2024 Multi-Stakeholder Research



Setting the Context

In 2021, the Retirement Homes Regulatory Authority (RHRA) commissioned Innovative Research Group (INNOVATIVE) to conduct a multi-stakeholder survey to better understand how residents, licensees, operators and key partners view the RHRA and their efforts. The goal was to gather meaningful feedback to help the RHRA improve how they protect and support seniors in licensed retirement homes and to conduct this survey every three years.

To ensure consistency and comparability, INNOVATIVE and the RHRA used standardized questionnaires that could be used for comparison across different stakeholder groups and to benchmark against the previous results. The 2024 survey was conducted over seven weeks between October and December 2024, using both online and phone interviews.

This year, several new questions were introduced to better reflect the RHRA's evolving efforts. As a result, the 2024 Accountability Index Score is shown in two ways: one that matches the 2021 format for comparison, and one that includes these new measures. The Accountability Index Score provides a score out of 10 that reflects how much trust and confidence stakeholders have in the RHRA's fairness, transparency and effectiveness as a regulator.

These surveys are conducted every three years to help the RHRA track progress and stay responsive to stakeholder needs..

This report gives an overview of the 2024 survey results and, where possible, compares them to the findings from the previous survey conducted in late 2021.

The takeaways within this report are the opinions of the author(s).

Key Takeaways

1 In 2024, the RHRA's overall Accountability Index Score is unchanged relative to 2021.
While the overall Accountability Index Score is stable at 7.3, it is down marginally among retirement home residents.

2 Among retirement home residents, the RHRA's Accountability Index Score is down directionally.
The marginal drop among retirement home residents can largely be attributed to increasing neutral sentiment, not growing negative attitudes towards the RHRA.

3 Among retirement home licensees/operators, most individual scores are up directionally.
Compared to 2021, the RHRA's Accountability Index Score is up directionally from 7.8 to 8.1 among retirement home licensees/operators. Additionally, many of the underlying dimensions are up directionally over this period, indicating that retirement home licensees/operators are generally more favourable towards the RHRA in 2024 than they were in 2021.

4 Relative to 2021, more residents are familiar with the RHRA, however, there remains opportunity to raise awareness.
Today, only around 1-in-3 current retirement home residents are somewhat familiar with the RHRA, up directionally from 29% in 2021 to 33% in 2024. Most Residents who are unfamiliar with the RHRA agree that more needs to be done to protect seniors in retirement homes.

5 Among residents, retirement home licensees/operators, and other stakeholders, the value of oversight is clear.
Among the 13 dimensions of accountability, respondents are most likely to agree that it is important to have an organization that both ensures retirement homes follow the rules and shares factual and clear information on retirement homes with seniors and their loved ones.

6 Within all groups, there is opportunity for increased information sharing.
Again, among the 13 dimensions, there is opportunity for the RHRA to share its expertise with others and to make it easier for residents, licensees/operators, and other stakeholders to find relevant information on retirement home living or compliance.

7 Most residents, licensees, and other stakeholders feel that "higher risk" homes should be treated differently.
Most agree that "higher risk" homes should be subject to more oversight than other homes. However, expectations around whether more or less regulation is needed to protect residents is split across the sector. Retirement Homes generally hold an opposing view to residents and other stakeholders on whether more or less regulation is needed in Ontario.

Methodology

Methodology

Research Objectives: To gauge perceptions of the RHRA among retirement home residents and key stakeholder groups. This research is the second wave of RHRA perceptions, including a new *Accountability Index Score*.

Methodology: The results of this study are from a telephone survey of retirement home residents between **October 28th and November 19th, 2024**, as well as an online survey of key stakeholder groups between **October 28th and December 13th, 2024**.

Sample Frame:

- **Retirement Home Residents:** n=502 (unweighted) Ontarians living in a retirement home. Results are weighted by retirement home size and region to ensure results reflect the actual composition of retirement home residents in Ontario. The margin of error on a sample of 500 is approximately +/- 4.4%.
- **Licensees and Other Stakeholders:** n=203 (unweighted) stakeholders. The margin of error on a sample of 203 is approximately +/- 6.9%. Stakeholders surveyed include:

Stakeholder Type	Completed surveys	<u>Unique</u> Invites Sent*	Response Rate
Retirement home licensees/operators	154	318	48%
Other Stakeholders (includes advocacy orgs, government orgs, ministries, administrative authorities, community partners)	49	243	20%
Total (Licensees and Other Stakeholders)	203	561	36%

Graphs may not always total 100% due to rounding values rather than any error in data. Sums are added before rounding numbers.

*Includes the total number of unique emails invited to participate. Only one invitation was sent per email, even if that email represents several homes.

Methodology | Residents Continued



Sample collection: To identify the telephone numbers of residents of retirement homes, we used a list of every retirement home in Ontario. With that list, we collected all of the listed landline numbers based on the postal codes of the homes. Additionally, each respondent was asked to confirm that they currently reside in a retirement home located in Ontario.

Residents who did not understand the purpose of the survey or had concerns about its legitimacy were directed to contact the RHRA directly and were given contact information.

Comprehension barriers: Throughout calling, we tracked the number of respondents who were unable to complete the survey due to comprehension or cognitive issues. This determination was made at the discretion of each individual caller on a case-by-case basis.

In total, 205 individual surveys were ended as a result of comprehension issues. This represents roughly 1% of all respondents that were directly contacted as part of this study.

RHRA Awareness and Overall Impression

Preamble:

As you may know, the Retirement Homes Regulatory Authority (RHRA) is an independent, self funded, not-for-profit regulator responsible for the protection of Ontario's retirement home residents under the Retirement Homes Act on behalf of the Government of Ontario.

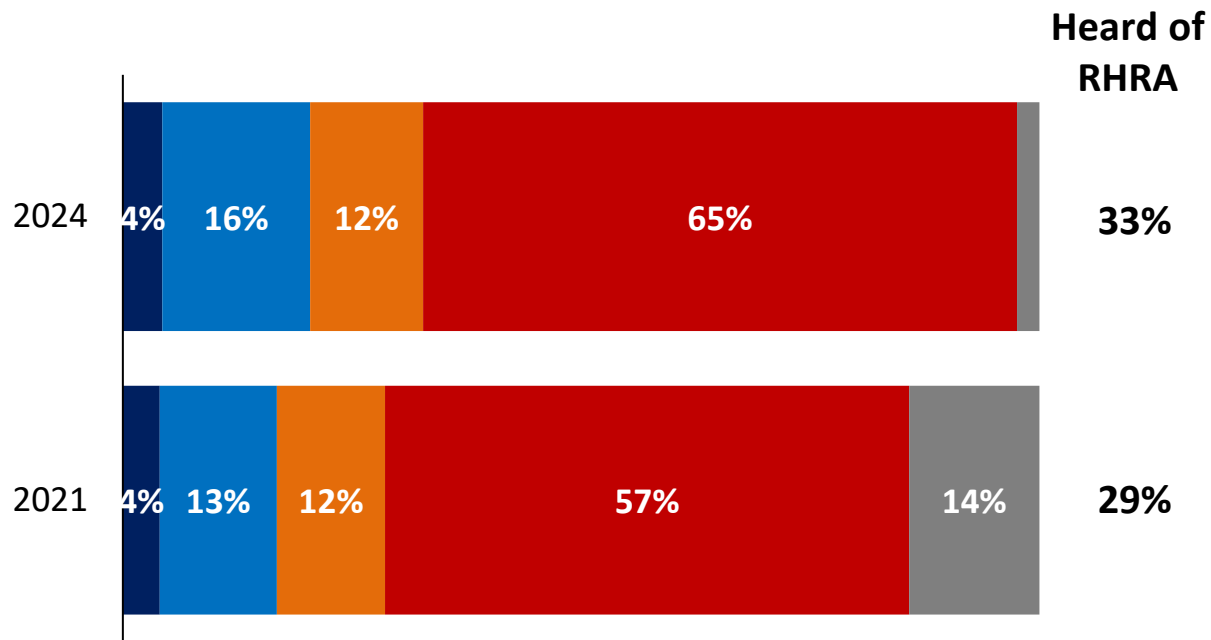
Its mandate is to put residents first by providing unbiased information on all 750+ licensed retirement homes in Ontario, and to protect seniors once they are in a retirement home by making sure home operators and licensees follow the rules.

RHRA Familiarity

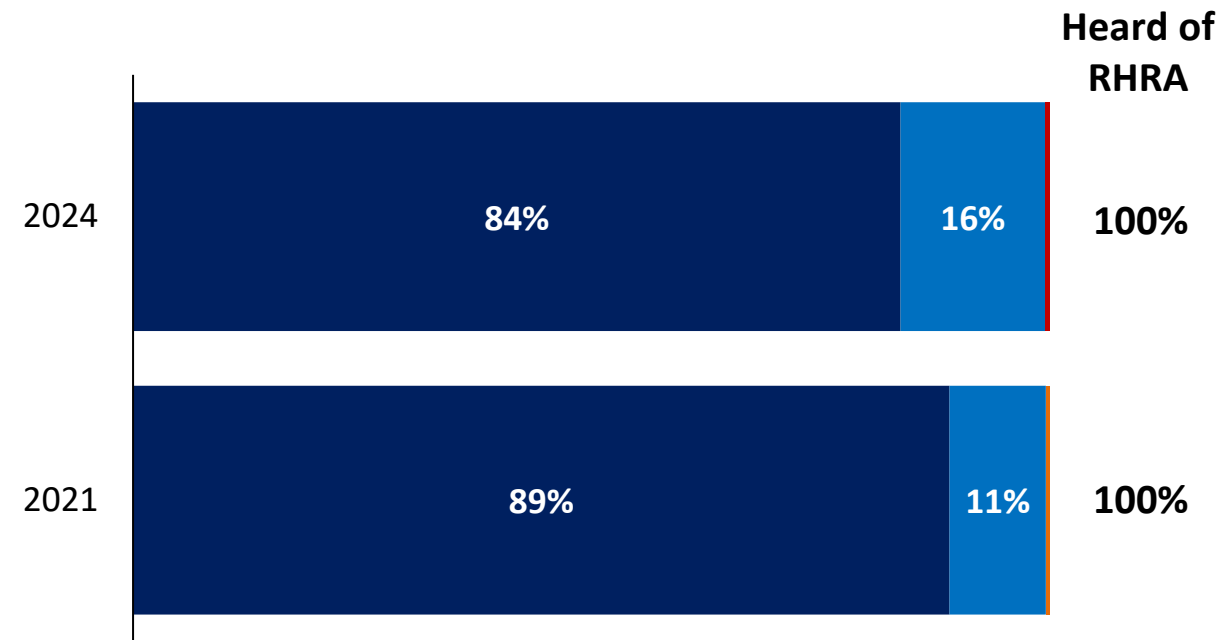
1-in-3 of residents have at least heard of the RHRA before; 84% of stakeholders are *very* familiar

Q How familiar are you with the **Retirement Homes Regulatory Authority (RHRA)**?
[Asked of all respondents; Residents n=500, Licensees and Other Stakeholders n=203]

Residents



Licensees and Other Stakeholders

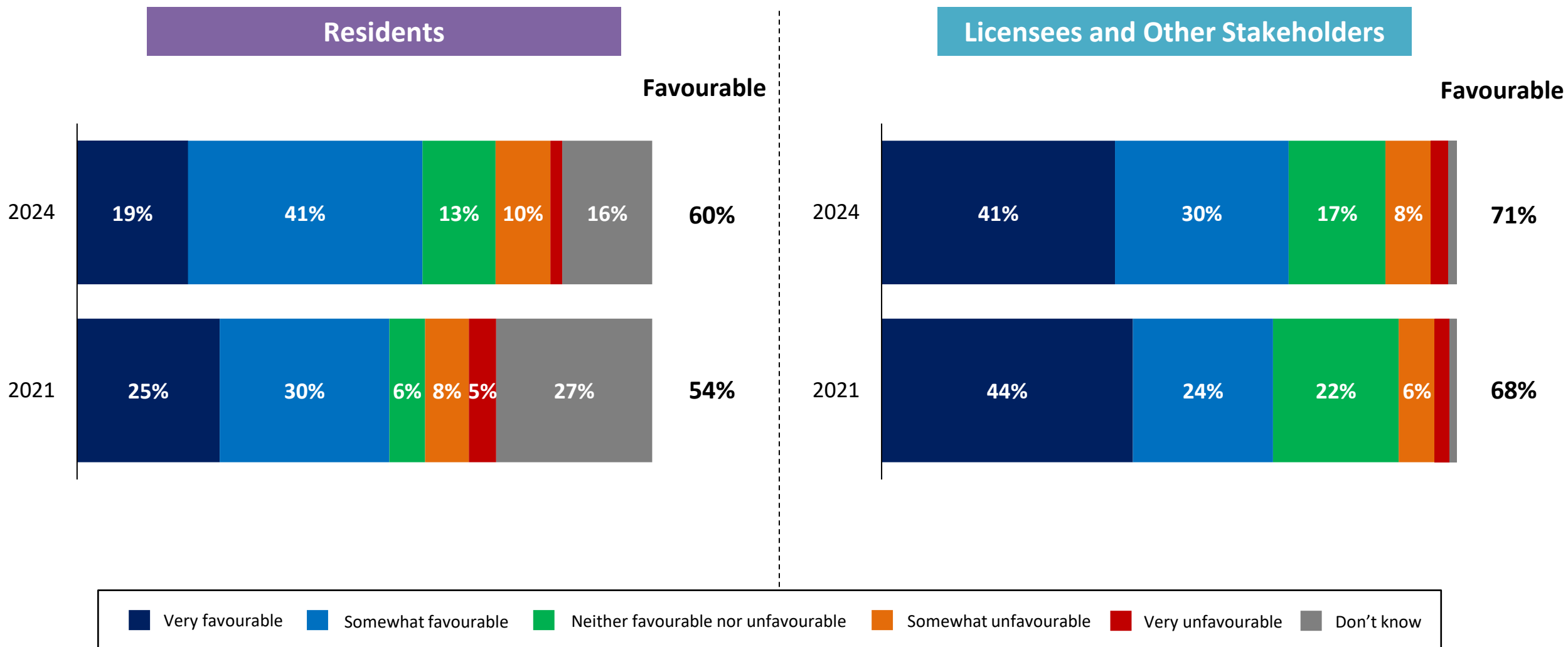


■ Very familiar and can explain the details
 ■ Somewhat familiar
 ■ Had heard of it before
 ■ Had not heard of the RHRA before this survey
 ■ Don't know

Overall Impression of the RHRA

Among those who have heard of the RHRA, favourable impression is up slightly among residents and stakeholders

Q Generally speaking, what is your impression of the RHRA?
[Asked of all respondents who at least heard of the RHRA; Residents n=164, Licensees and Other Stakeholders n=202]



Residents' Reason for Favourable Impression

The top reasons for favourability are doing a good job/no complaints and overall satisfaction with their facility



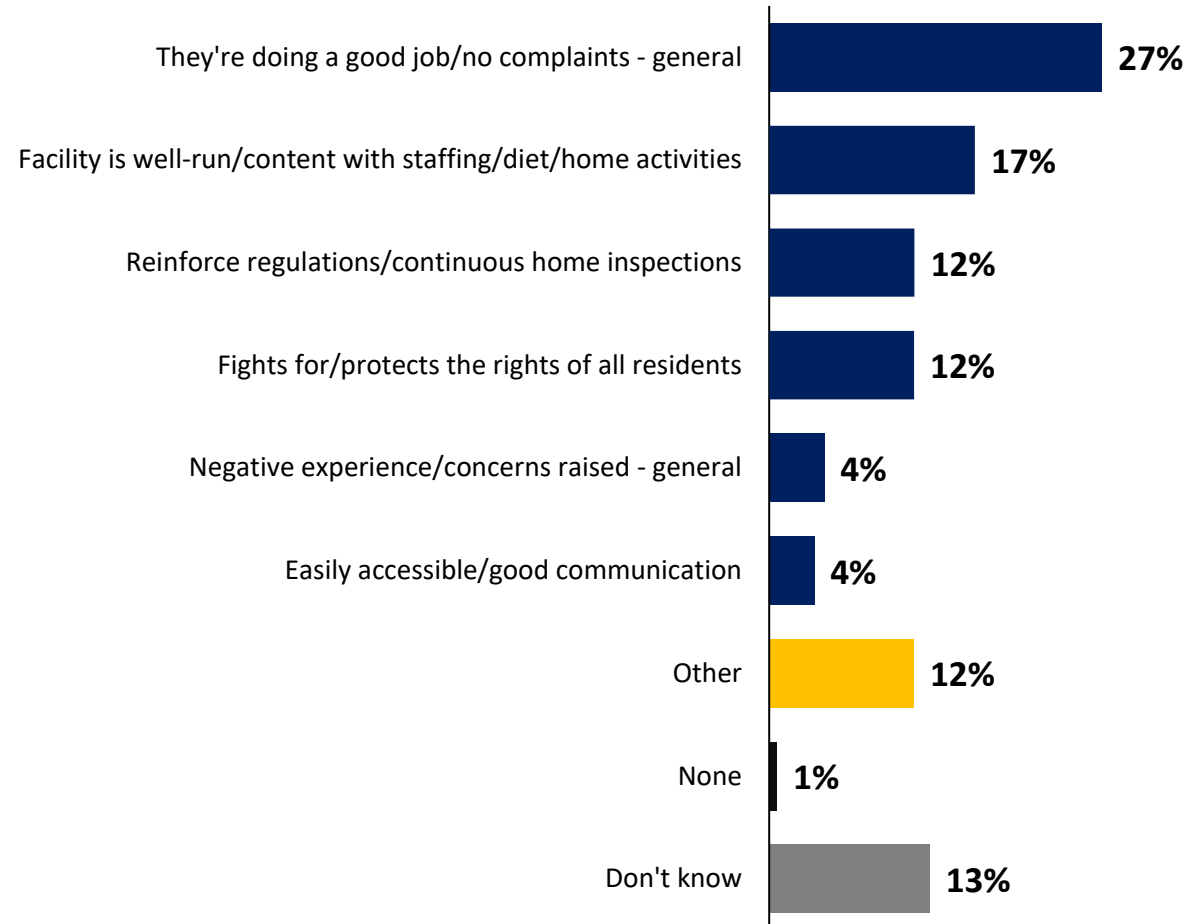
And why do you have a **favourable** impression of the RHRA?

[[Asked of all respondents who at least heard of the RHRA and who have a favourable impression; n=99; open-ended]]



Favourable

[n=99]



2021's top 3 responses:

'Facility is well-run' 22%
 'They're doing a good job' 22%
 'Fights for/protects resident rights' 13%

Licensees and Other Stakeholders' Reason for Favourable Impression

Top reason for favourability is the RHRA's support, ensuring accountability, and upholding standards



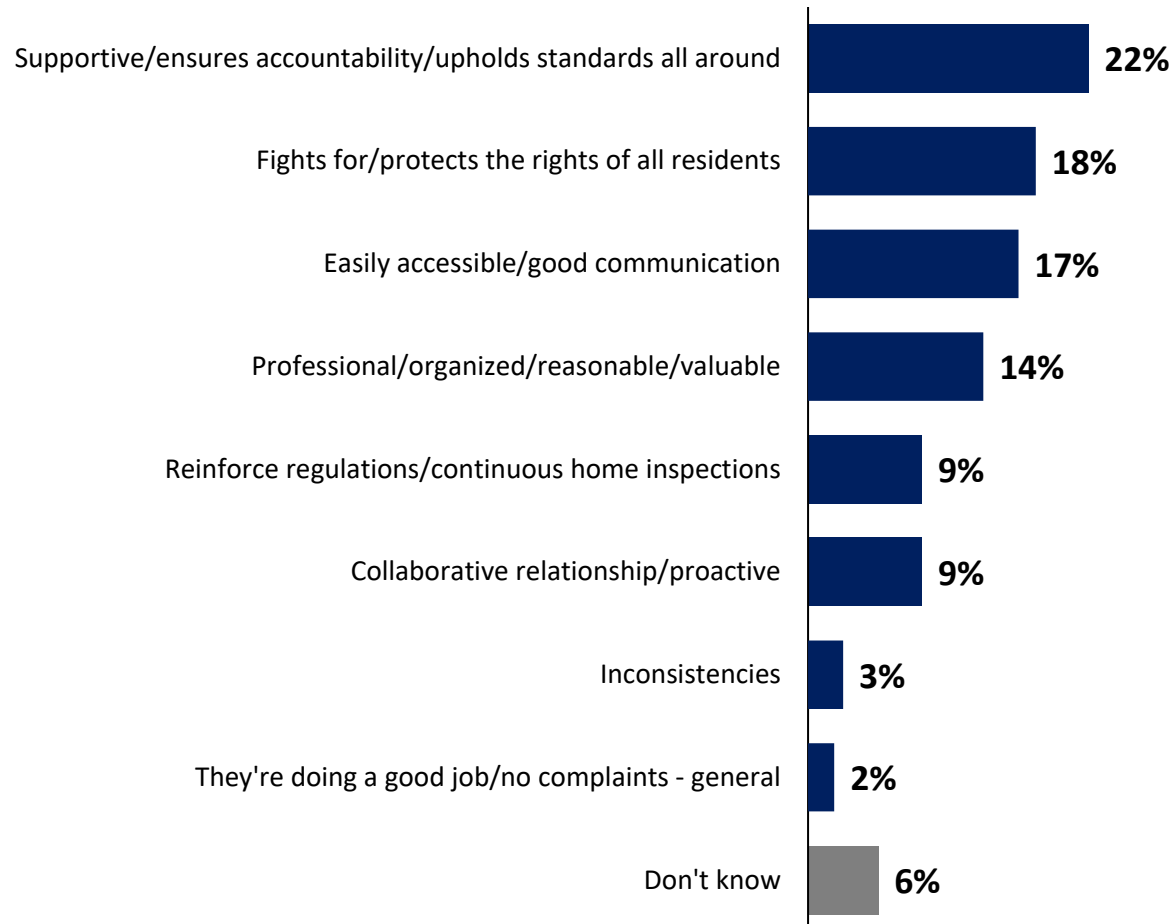
And why do you have a **favourable** impression of the RHRA?

[asked of all respondents who have at least heard of the RHRA who have a favourable impression ; n=143; open-ended]



Favourable

[n=143]



2021's top 3 responses:

'Easily accessible/good communication' 27%
 'Supportive/ensures accountability' 15%
 'Fights for/protects resident rights' 15%

Licensees Only Reason for Favourable Impression

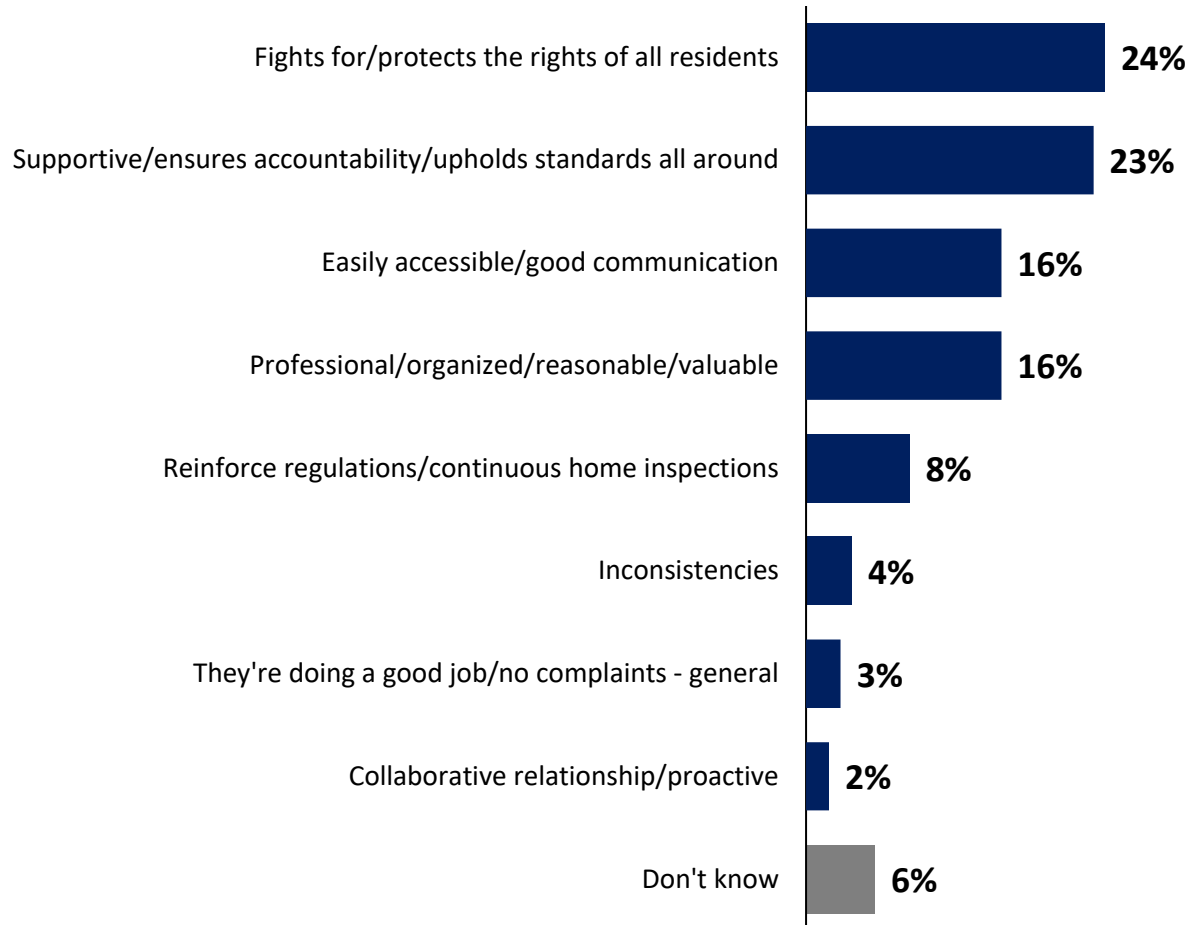
Top reason for favourability among licensees is that the RHRA fights for/protects the rights of residents

Q And why do you have a **favourable** impression of the RHRA?
[asked of all respondents who have at least heard of the RHRA who have a favourable impression; n=109; open-ended]



Favourable

[n=109]



2021's top 3 responses:

'Easily accessible/good communication' 26%
'Fights for/protects resident rights' 16%
'Supportive/ensures accountability' 15%

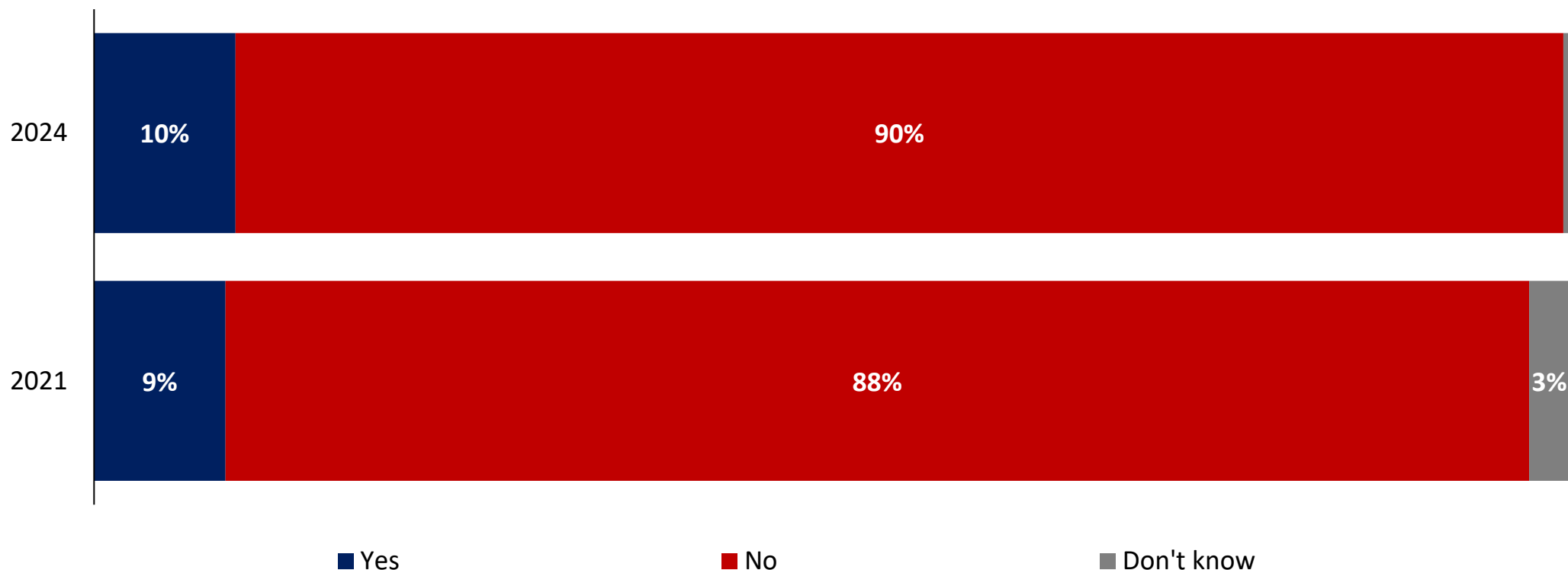
Residents' Contact with the RHRA

Among residents who have heard of the RHRA before, 10% say they have contacted them



Have you ever contacted the **Retirement Homes Regulatory Authority (RHRA)**?

[asked of all residents who have at least heard of the RHRA; n=164]



Accountability Index Score

Background

To measure accountability across stakeholder groups, three dimensions were identified to collect meaningful, actionable feedback on stakeholder perceptions of the RHRA's accountability performance. The **three dimensions of accountability** include:



The ***Accountability Index Score*** is calculated by taking the average of the RHRA's performance on each of the individual measures that make up the three dimensions of accountability. For aspects of dimensions that are measured with more than one question (e.g. Transparency), the average of the questions is calculated before being included in the overall average for the index score.

Note: In 2024, new measures have been added to the survey that are included in the index score. Throughout this report, we show index results for 2024 both excluding the new measures (for comparison to 2021) and including the new measures.

*Among stakeholders, there are two questions that are only asked of licensees: "RHRA does a good job of helping ensure that I am aware of the rules and regulations I need to follow" and "RHRA does a good job of helping me comply with the rules and regulations."

Calculating the Accountability Index Score

Dimension	Measure
Access	Awareness
	Information
	Ease of Access
	Responsiveness
	Transparency
Practice	Fairness
	Leadership
	Involvement
	Ethics & Trust
	Support
Outcomes	Service
	Value Delivered
	Value of Oversight

- +

Step 1:

Calculate mean score for each measure
- +

Step 2:

Add all section means = *Cumulative Score*
- ÷

Step 3:

Divide the *Cumulative Score* by 13 measures
- =

Accountability Index Score

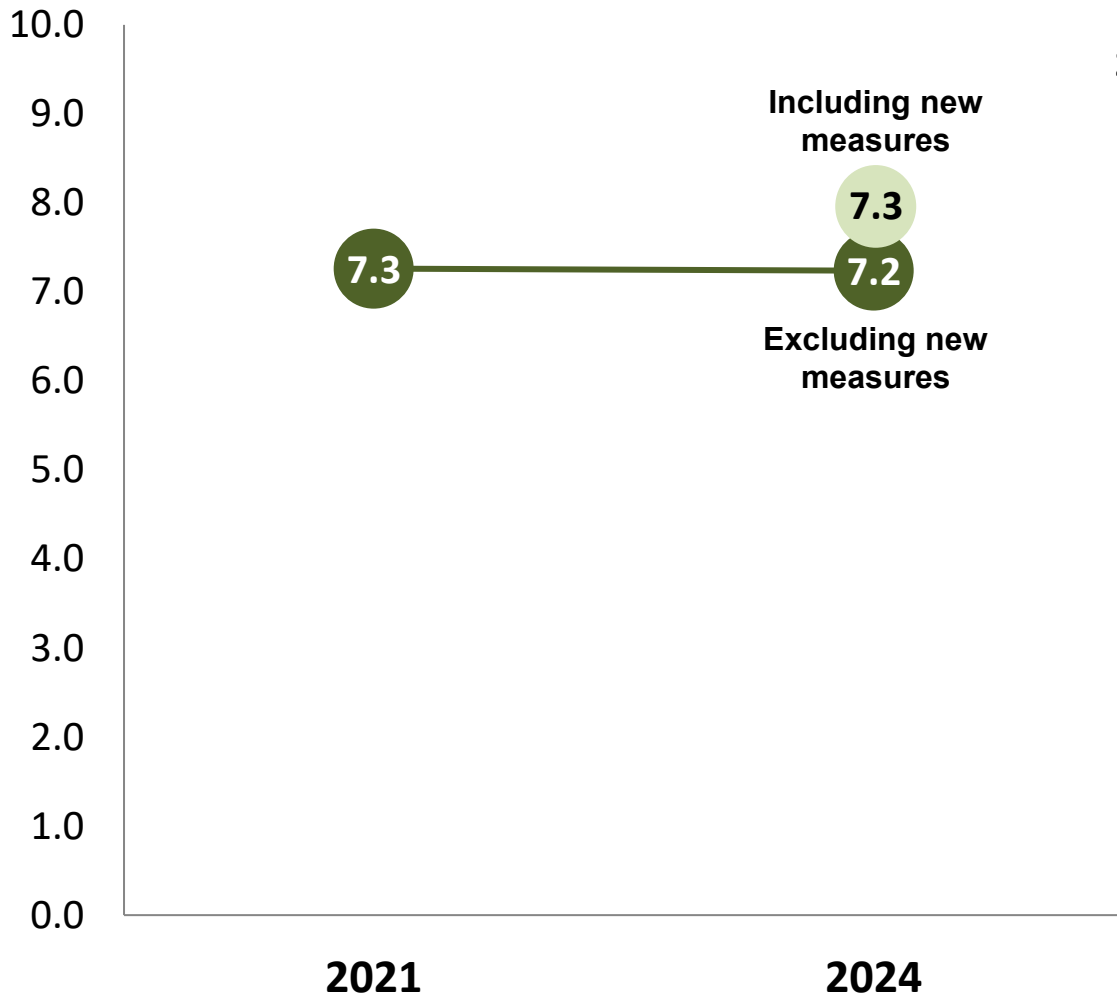
(Bound between 0 and 10)

Throughout this report, the calculation of mean scores excludes respondents who said ‘don’t know’.

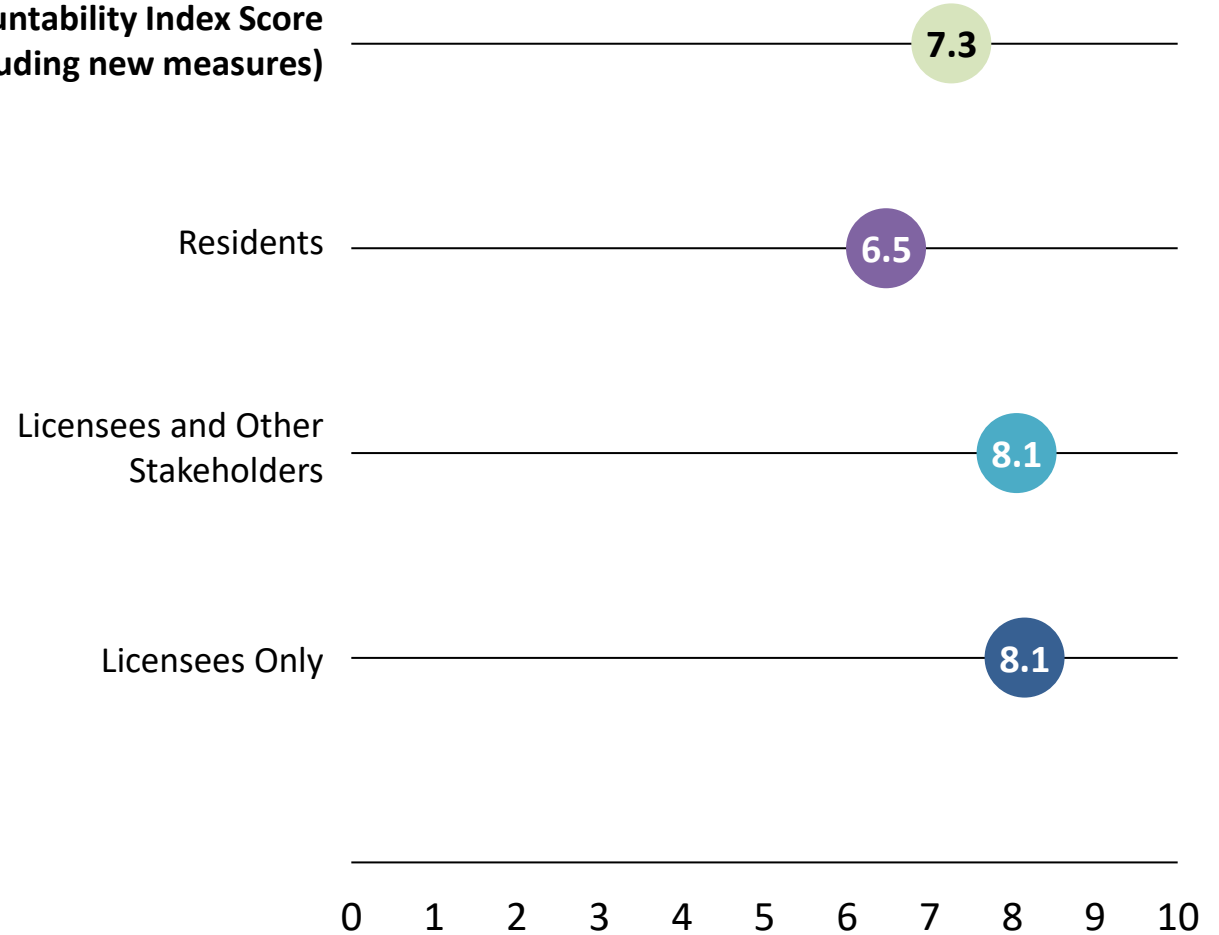
Note: Where there are multiple questions for a measure, mean scores are added and divided by the number of questions.

Accountability Index Score

Overall Accountability Index Score



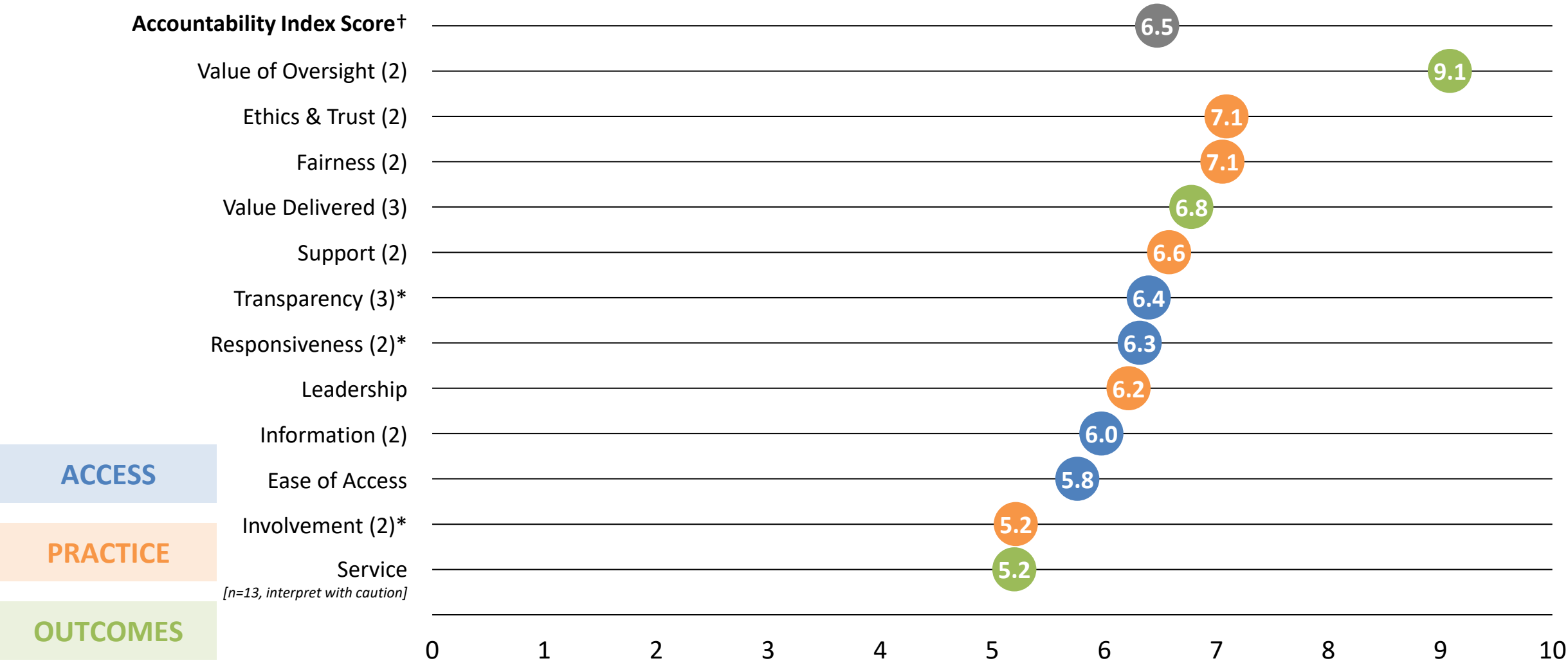
2024 Accountability Index Score (including new measures)





2024 Residents Accountability Index Score

Average performance on individual measures that make up Accountability Index Score



Note: *New 2024 questions have been added to this measure
† Includes new 2024 measures

2024 Licensees Only Accountability Index Score

Average performance on individual measures that make up Accountability Index Score

Accountability Index Score†

Value of Oversight (2)

Service

Support (2)

Ease of Access

Responsiveness (2)*

Ethics & Trust (2)

Awareness (2)*

Leadership

Fairness(2)

Value Delivered (3)

Transparency (3)*

Information (2)

Involvement (2)*

ACCESS

PRACTICE

OUTCOMES

0 1 2 3 4 5 6 7 8 9 10

8.1

9.0

8.5

8.5

8.2

8.2

8.2

8.1

8.1

8.1

7.9

7.9

7.8

7.5

Note: *New 2024 questions have been added to this measure.

† Includes new 2024 measures.

2024 Other Stakeholders Only Accountability Index Score

Average performance on individual measures that make up Accountability Index Score

Accountability Index Score†

Value of Oversight (2)

Responsiveness (2)*

Service

Ease of Access

Fairness(2)

Ethics & Trust (2)

Value Delivered (3)

Involvement (2)*

Support (2)

Leadership

Information (2)

Transparency (3)*

ACCESS

PRACTICE

OUTCOMES

0 1 2 3 4 5 6 7 8 9 10

7.1

9.2

8.0

8.0

8.0

8.0

7.5

7.3

7.3

7.3

7.1

7.1

7.0

Note: *New 2024 questions have been added to this measure.

† Includes new 2024 measures.

Environmental Controls

Sector Regulation

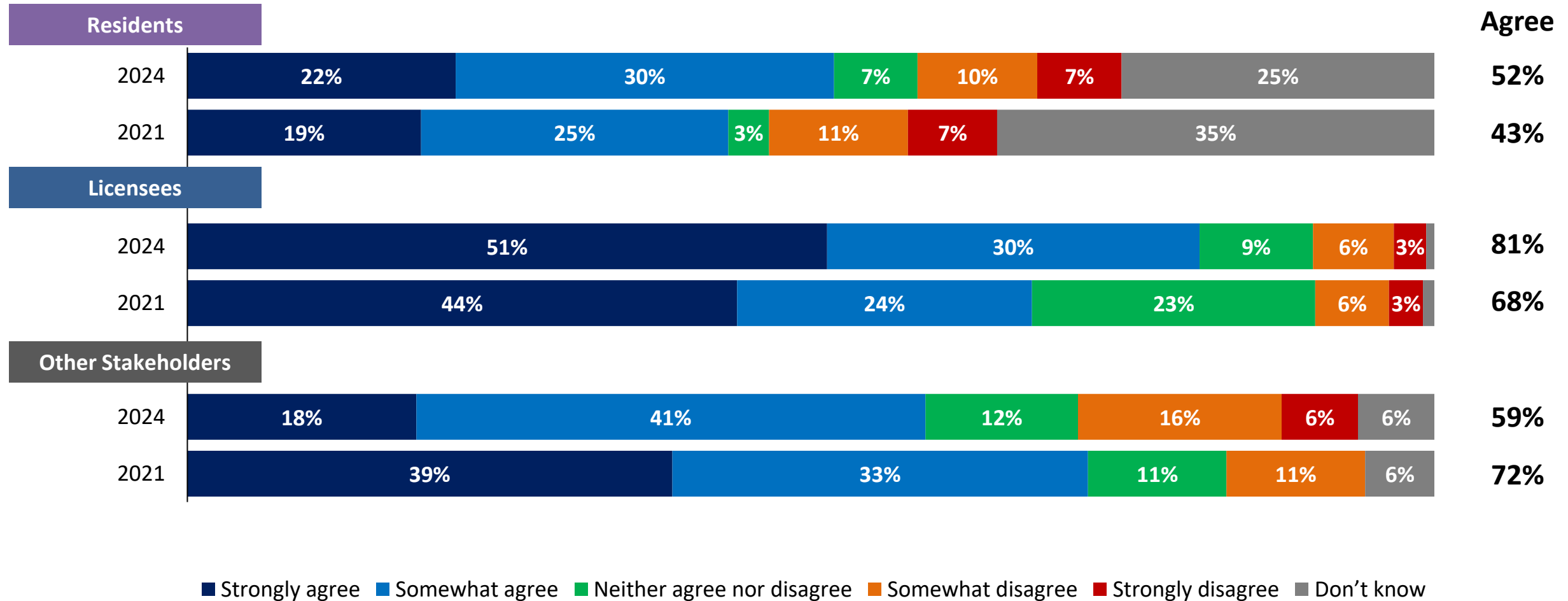
Overall, half of residents agree that Ontario's retirement home sector is appropriately regulated



Do you agree or disagree with the following statement:

Ontario's retirement home sector is appropriately regulated

[Asked of all respondents; Residents n=500, Retirement Homes n=154, Other Stakeholders n=49]



Oversight on Retirement Homes

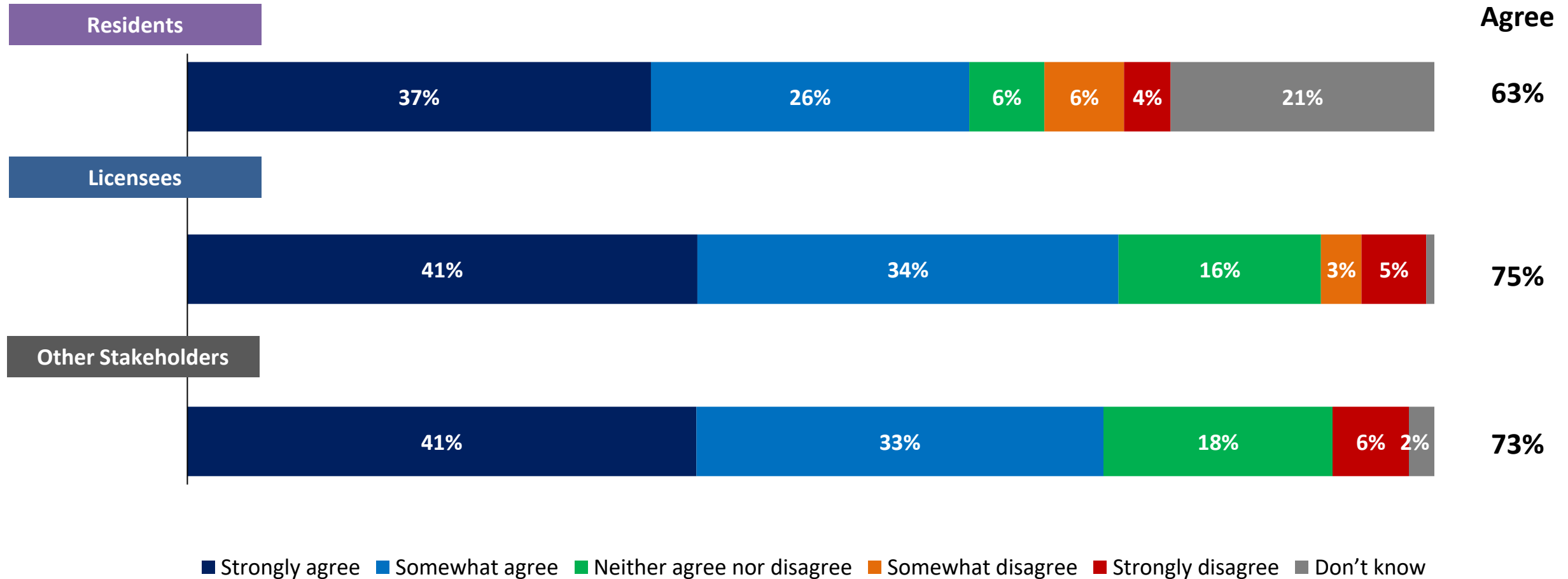
Across audiences, a majority agree higher risk homes should be subject to more oversight than lower risk homes



Do you agree or disagree with the following statement:

Retirement homes that are considered “higher risk” should be subject to more oversight than other homes and homes that are “lower risk” should have less oversight

[Asked of all respondents; Residents n=500, Retirement Homes n=154, Other Stakeholders n=49]



Amount of Regulation

Residents are fairly split between believing Ontario has the right amount of regulations or needs more



Does Ontario need more or less regulations when it comes to **licensing and making sure retirement homes follow the law and regulations?**

[Asked of all respondents; Residents n=500, Retirement Homes n=154, Other Stakeholders n=49]



Appendix: Detailed Findings

Residents Accountability Index Score | Tracking

Dimension	Measure	2021 Mean	2024 Mean [without new measures]	2024 Mean [with new measures]	Change†
ACCESS	Awareness	6.0	--	--	--
	Information (2)	6.1	6.0	6.0	-0.08
	Ease of Access	6.0	5.8	5.8	-0.24
	Responsiveness (2)*	6.3	6.0	6.3	-0.29
	Transparency (3)*	6.6	6.4	6.4	-0.17
PRACTICE	Fairness (2)	7.4	7.1	7.1	-0.36
	Leadership	6.7	6.2	6.2	-0.49
	Involvement (2)*	5.7	5.2	5.2	-0.45
	Ethics & Trust (2)	7.5	7.1	7.1	-0.43
	Support (2)	7.1	6.6	6.6	-0.50
OUTCOMES	Service [n=13, interpret with caution]	7.8	5.2	5.2	-2.56
	Value Delivered (3)	7.0	6.8	6.8	-0.24
	Value of Oversight (2)	8.7	9.1	9.1	+0.43
ACCOUNTABILITY INDEX SCORE		6.8	6.4	6.5	-0.38

Note: Results outlined in purple are significantly different from the last wave at 95% confidence, while blue are significantly different at 90% confidence.

The ‘Awareness’ measure for Residents was not asked in 2024.

*New 2024 questions have been added to this measure.

†Change is the difference between the 2021 Mean and 2024 Mean [without new measures].

Licensees Only Accountability Index Score | Tracking

Dimension	Measure	2021 Mean	2024 Mean [without new measures]	2024 Mean [with new measures]	Change†
ACCESS	Awareness (2)*	8.1	8.2	8.1	+0.10
	Information (2)	7.6	7.8	7.8	+0.24
	Ease of Access	7.8	8.2	8.2	+0.43
	Responsiveness (2)*	7.7	8.0	8.2	+0.29
	Transparency (3)*	7.5	7.9	7.9	+0.40
PRACTICE	Fairness (2)	7.8	8.1	8.1	+0.28
	Leadership	7.6	8.1	8.1	+0.47
	Involvement (2)*	7.1	7.3	7.5	+0.20
	Ethics & Trust (2)	7.8	8.2	8.2	+0.33
	Support (2)	8.2	8.5	8.5	+0.31
OUTCOMES	Service	8.1	8.5	8.5	+0.35
	Value Delivered (3)	7.4	7.9	7.9	+0.49
	Value of Oversight (2)	9.0	9.0	9.0	-0.04
ACCOUNTABILITY INDEX SCORE		7.8	8.1	8.1	+0.30

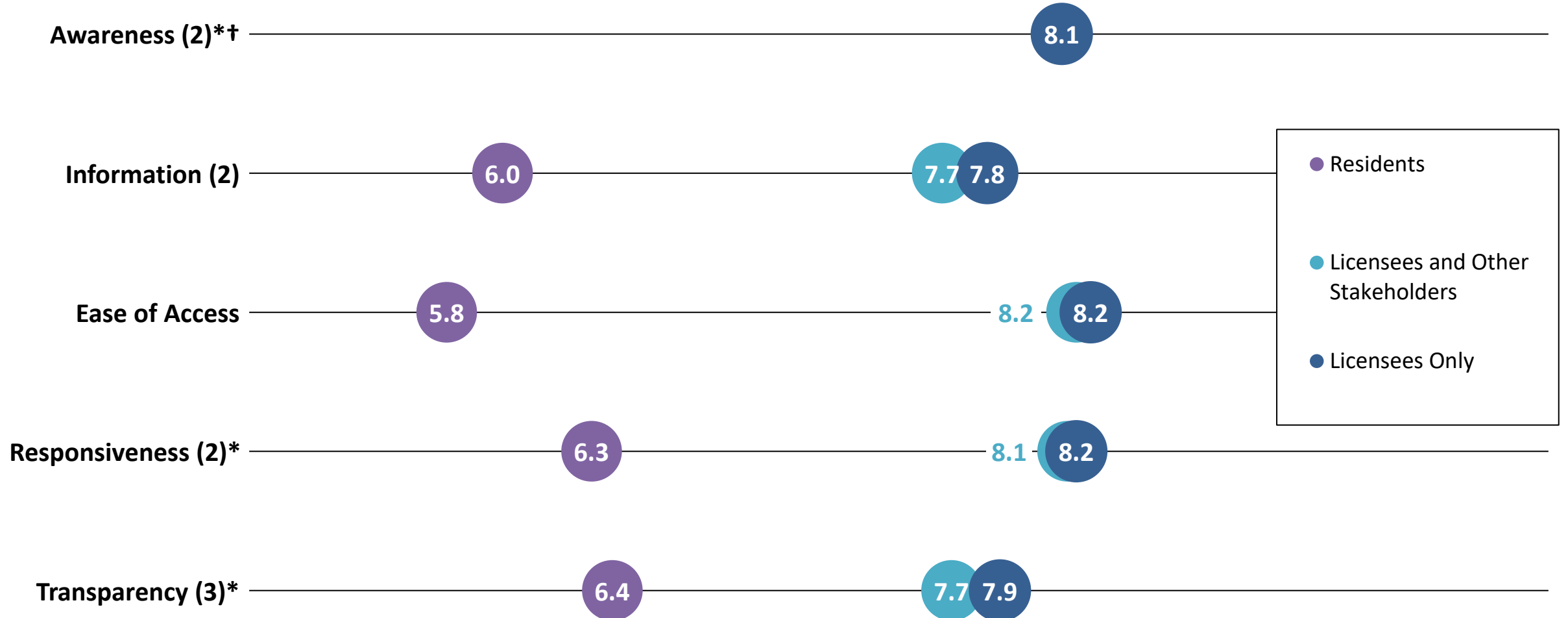
Note: Results outlined in purple are significantly different from the last wave at 95% confidence, while blue are significantly different at 90% confidence.

*New 2024 questions have been added to this measure.

†Change is the difference between 2021 Mean and 2024 Mean [without new measures].

Summary of Access Attributes

ACCESS



*New 2024 questions have been added to this measure.

Awareness for Residents not measured in 2024.

† Only asked of Retirement Homes.

Summary of Practice Attributes

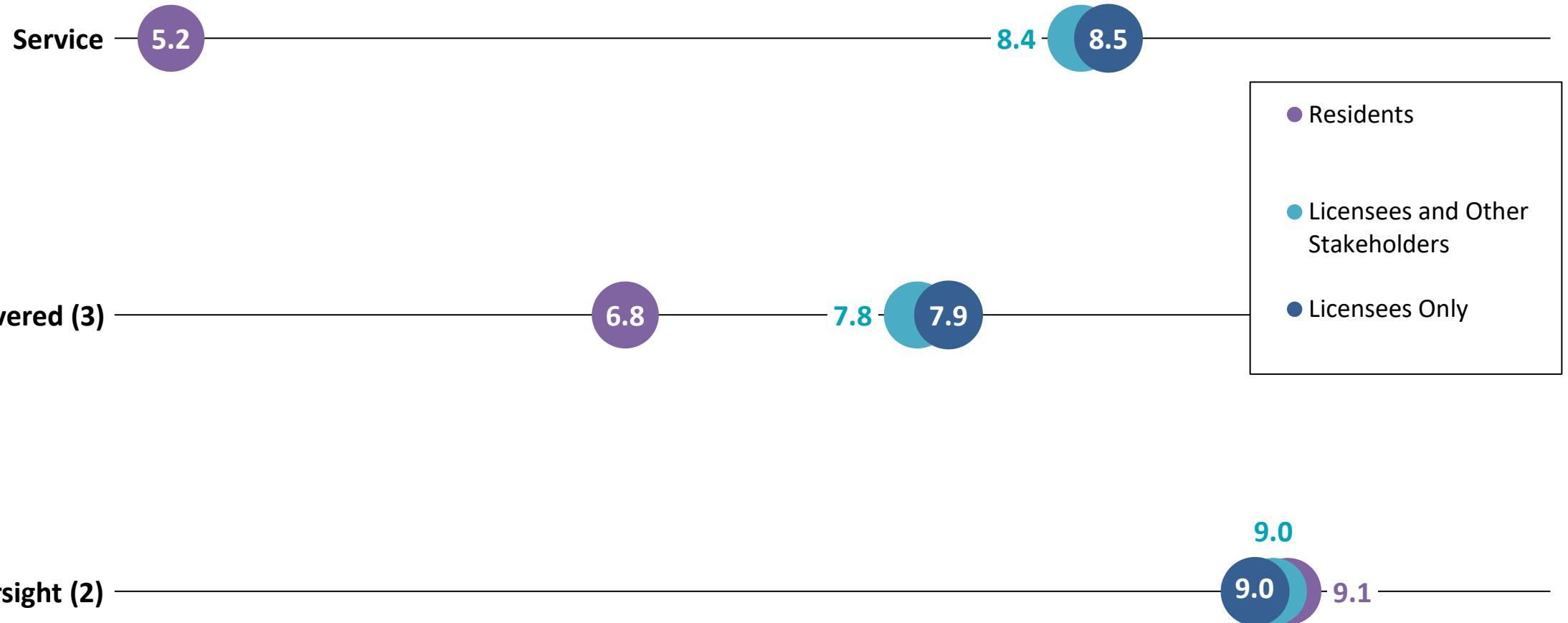
PRACTICE



*New 2024 questions have been added to this measure.

Summary of Outcomes Attributes

OUTCOMES

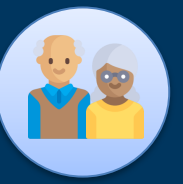


*New 2024 questions have been added to this measure.

Residents who are Unfamiliar with
the RHRA (67% of all residents)

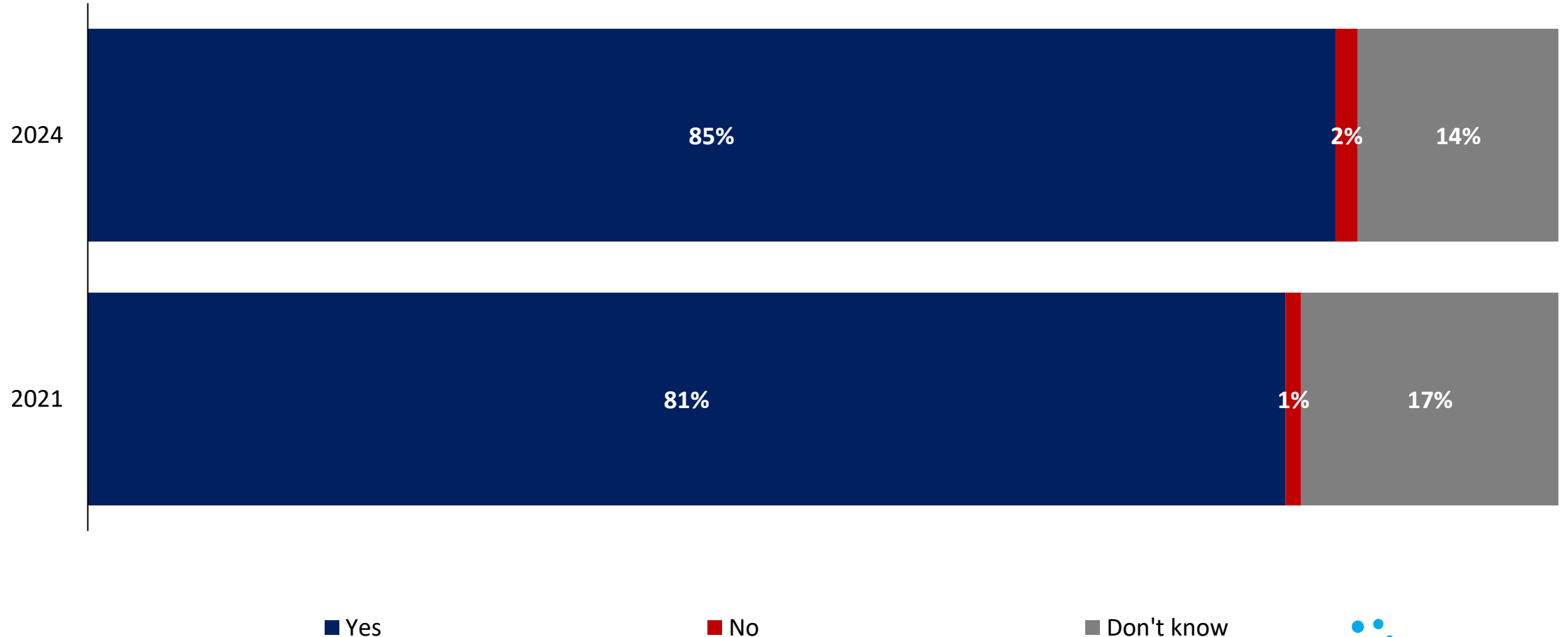
License Knowledge

Most (85%) who have not heard of the RHRA believe retirement homes in ON have to be licensed



32

Q To the best of your knowledge, do retirement homes in Ontario have to be licensed?
[asked of all residents who have not heard of the RHRA; n=336]





Protecting Seniors & Central Source of Information

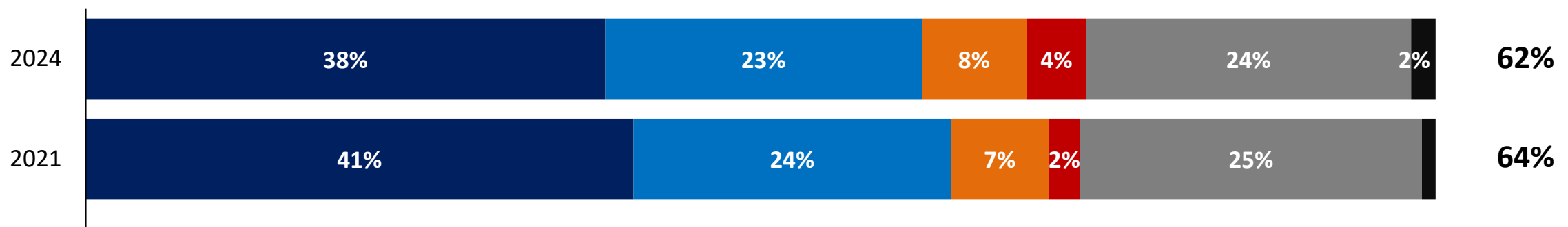
3-in-5 (62%) agree more needs to be done to protect residents, consistent with 2021 results



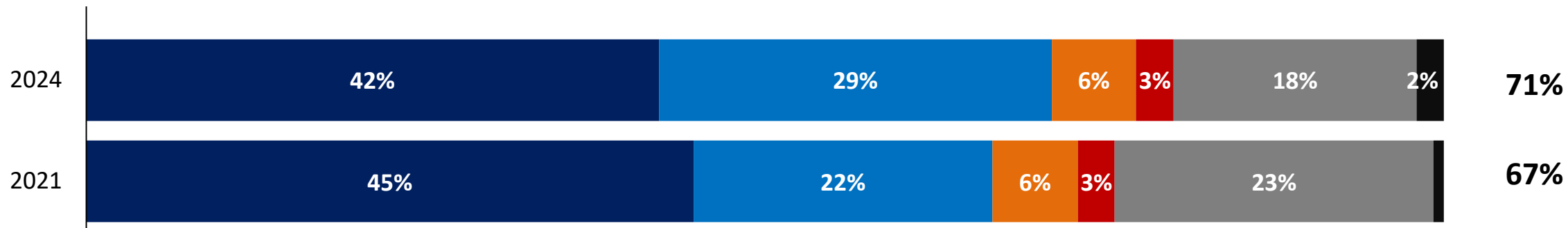
For each statement, please tell me if you would strongly agree, somewhat agree, somewhat disagree, or strongly disagree. If you don't know enough to say or don't have an opinion, just let me know.

[asked of all residents who have not heard of the RHRA; n=336]

More needs to be done to protect seniors in retirement homes



There should be one central source of information on all retirement homes in Ontario



■ Strongly agree
 ■ Somewhat agree
 ■ Somewhat disagree
 ■ Strongly disagree
 ■ Don't know/No opinion
 ■ Refused

Who to Contact

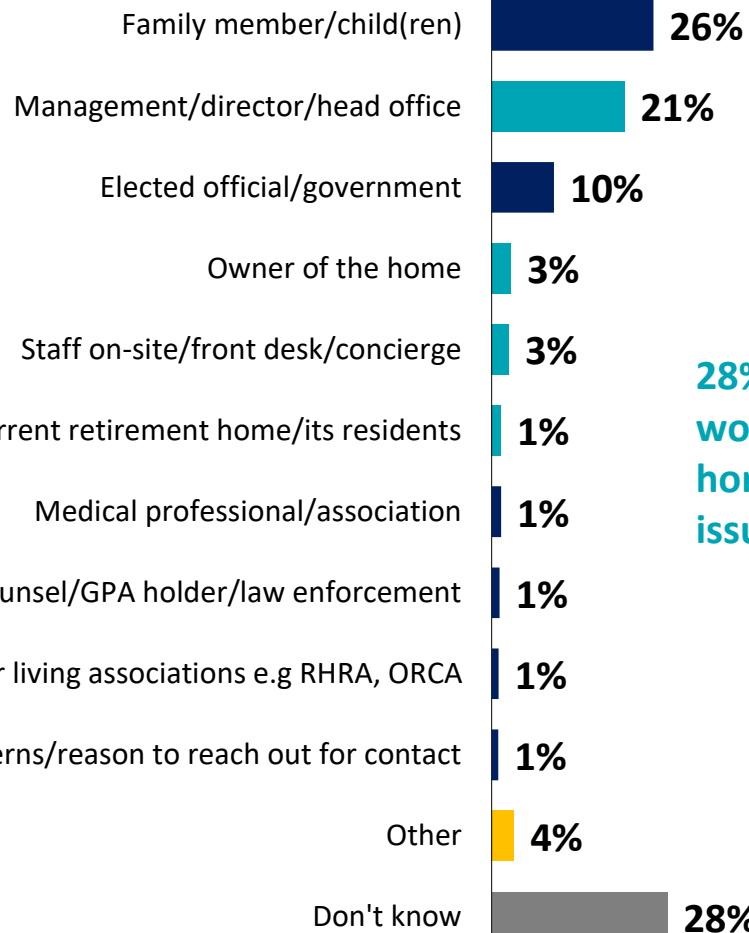
Top mentions of who to contact are family members and management/director, consistent with 2021



If an issue or concern were to arise about your retirement home, who would you contact?

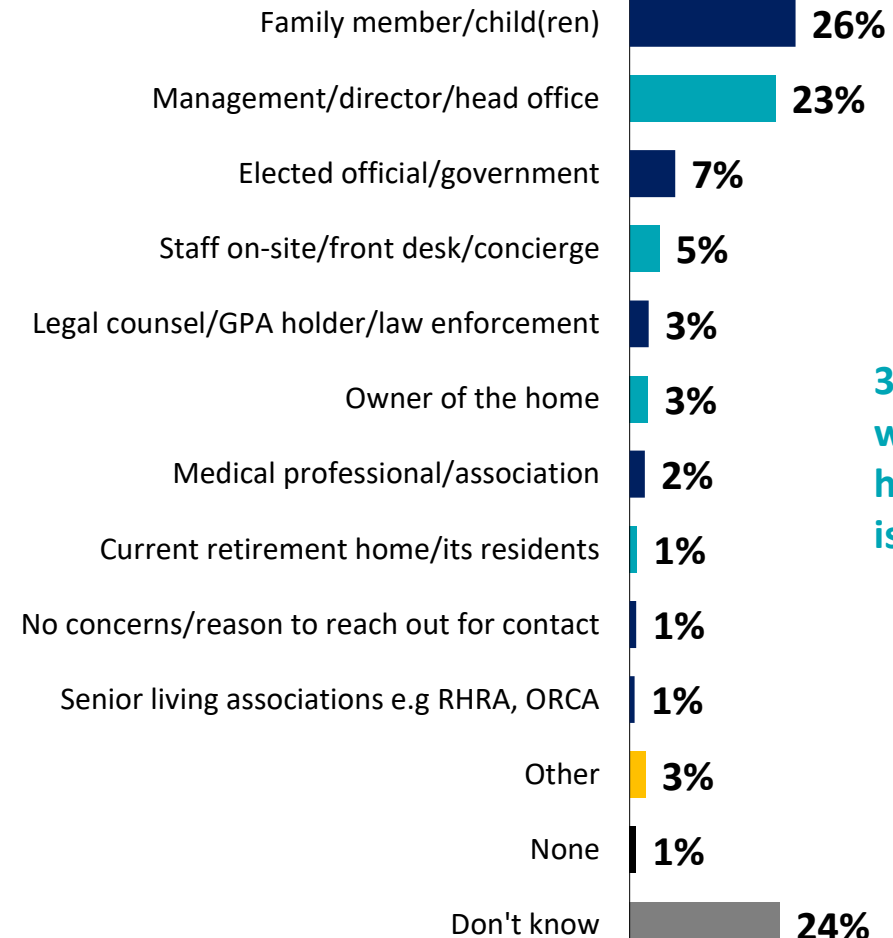
[asked of all residents who have not heard of the RHRA; n=336]

2024



28% of residents would contact their home directly with issues or concerns.

2021



32% of residents would contact their home directly with issues or concerns.

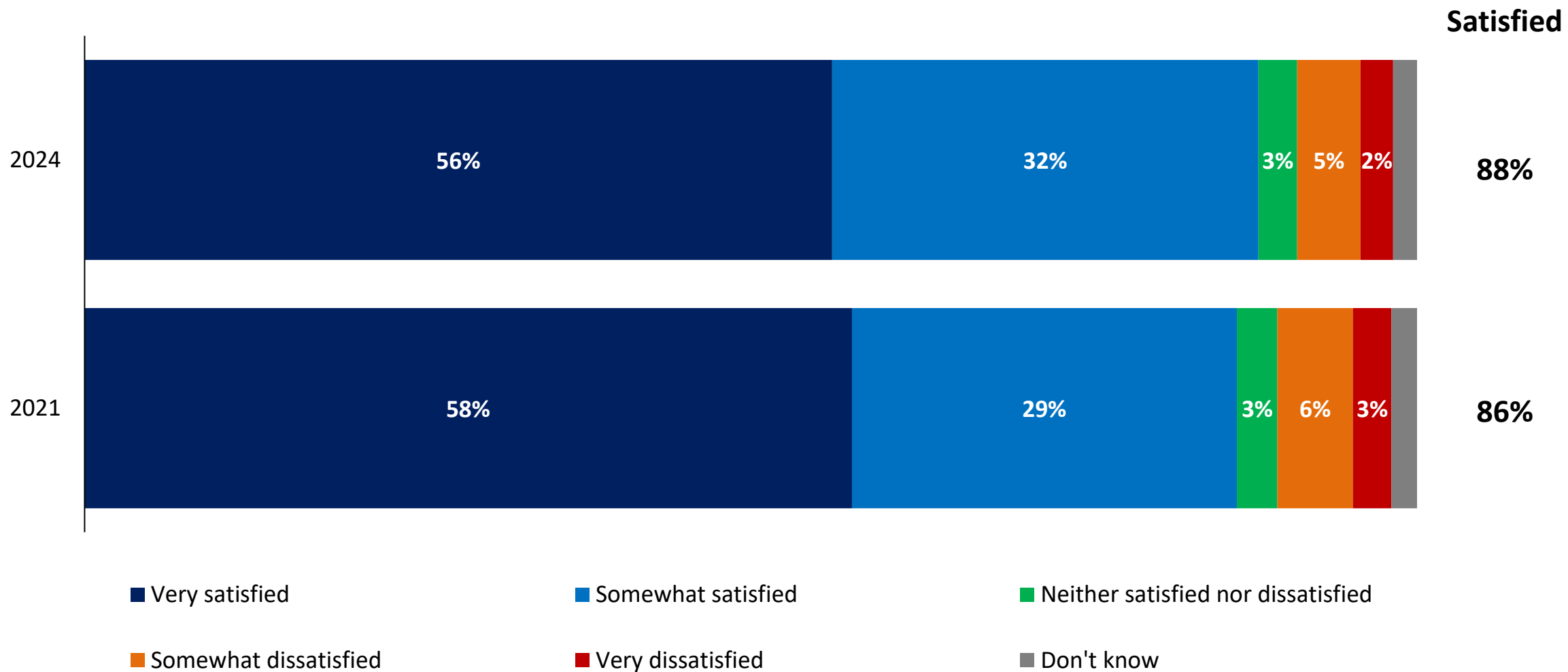
Note: Refused (<1%) not shown.



Satisfaction with Retirement Home

A majority (88%) of those who aren't familiar with RHRA are satisfied with their retirement home

Q Overall, how satisfied or dissatisfied are you with your retirement home?
[asked of all residents who have not heard of the RHRA; n=336]



Reason for (Dis)Satisfaction

Top reason for being satisfied is that they have no complaints followed by being pleased with the staff



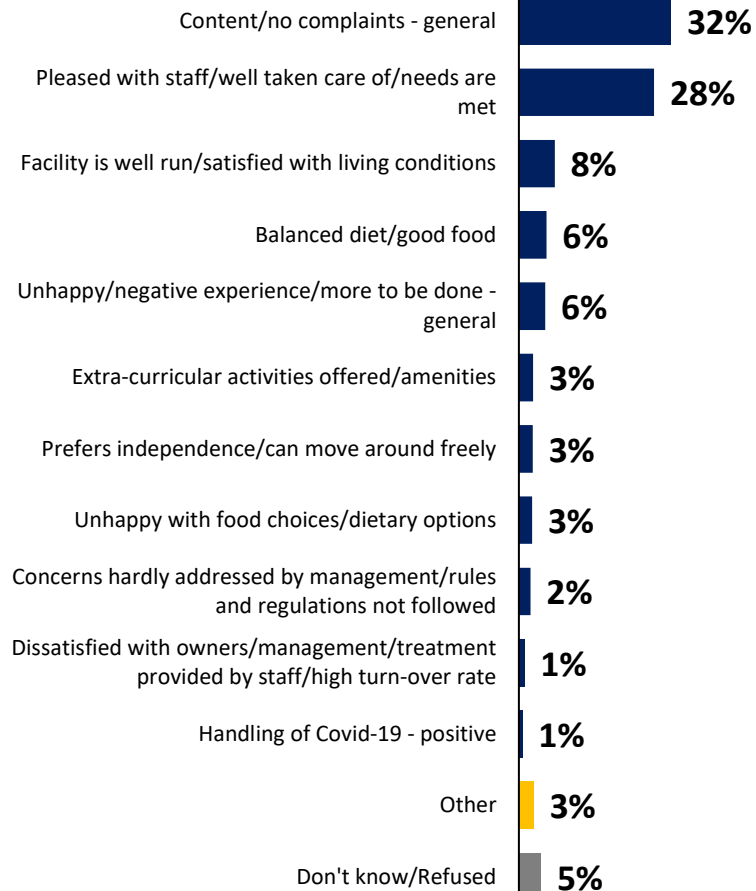
And why do you say that?

[asked of all residents who have not heard of the RHRA; n=336]



Satisfied

[n=296]



Neither/Don't know

[n=16]

Sample Verbatims

"Feel that there could be more concern when there is no staff around on weekend - if you fall - who finds you."

"It is a home, comfortable, and free to do what you want."

"It's a very nice home. I moved in 8 years ago, and I have a suite here."

"The food is not that great. The food quality or variety and the response times."

"There are some things that have to adjust to but we have rules and I am all for following them"

"We are understaffed. The new staff are not well trained. Lack of qualified nurses. The building is not well-maintained."



Dissatisfied

[n=24]

Sample Verbatims

"Because the meals aren't as nice as they used to be. I've been here 13 years, and we had much better meals and a lot of different things that they've cut out. And of course, it was up in the cost every year."

"I don't feel its run as well as it should be and I've heard from other residents that they are not satisfied either."

"I don't like that there is no memory care in our home for people with dementia. I try to help as much as they can when they are lost and I feel that it would help if there was memory care."

"The food is not that good. We have nothing to do here. We just eat and go to bed. We want stuff to do like games."

"They cannot guarantee safety from other residents."

Note: For categories with less than 30 responses, sample verbatims are shown rather than the full distribution of responses.

Sources of Information

The top preferred source of information from the RHRA is via printed mail



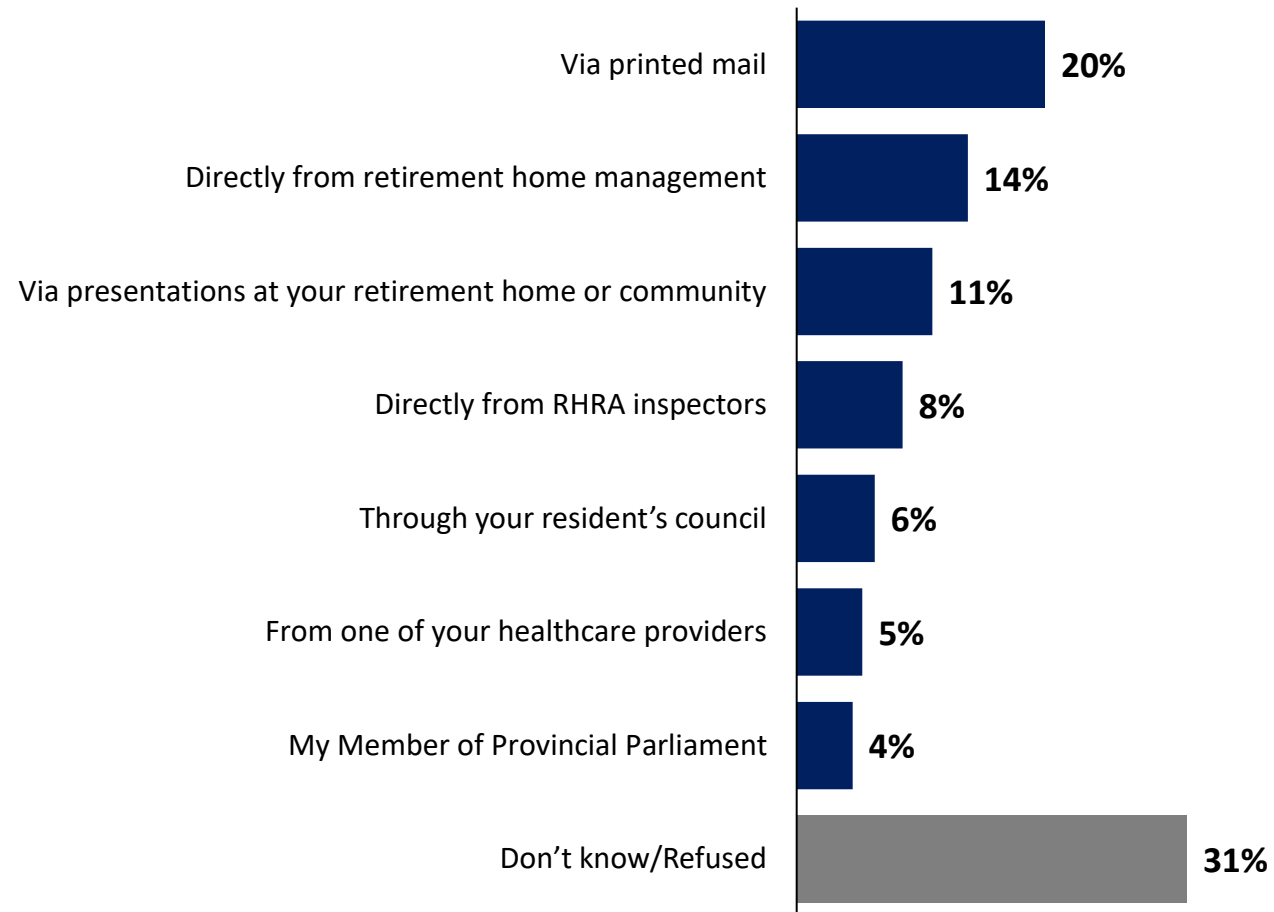
37

Q

The RHRA is looking at how it can share information with current and prospective residents and their families about resources available for those living in a retirement home. Where would you most like to learn about the RHRA and resources available to you?

Would you say via printed mail, presentations at your retirement home or community, through your resident's council, directly from retirement home management, from one of my health care providers, my Member of Provincial Parliament or directly from RHRA inspectors on-site?

[asked of all residents who have not heard of the RHRA; n=336]



Useful Type of Information

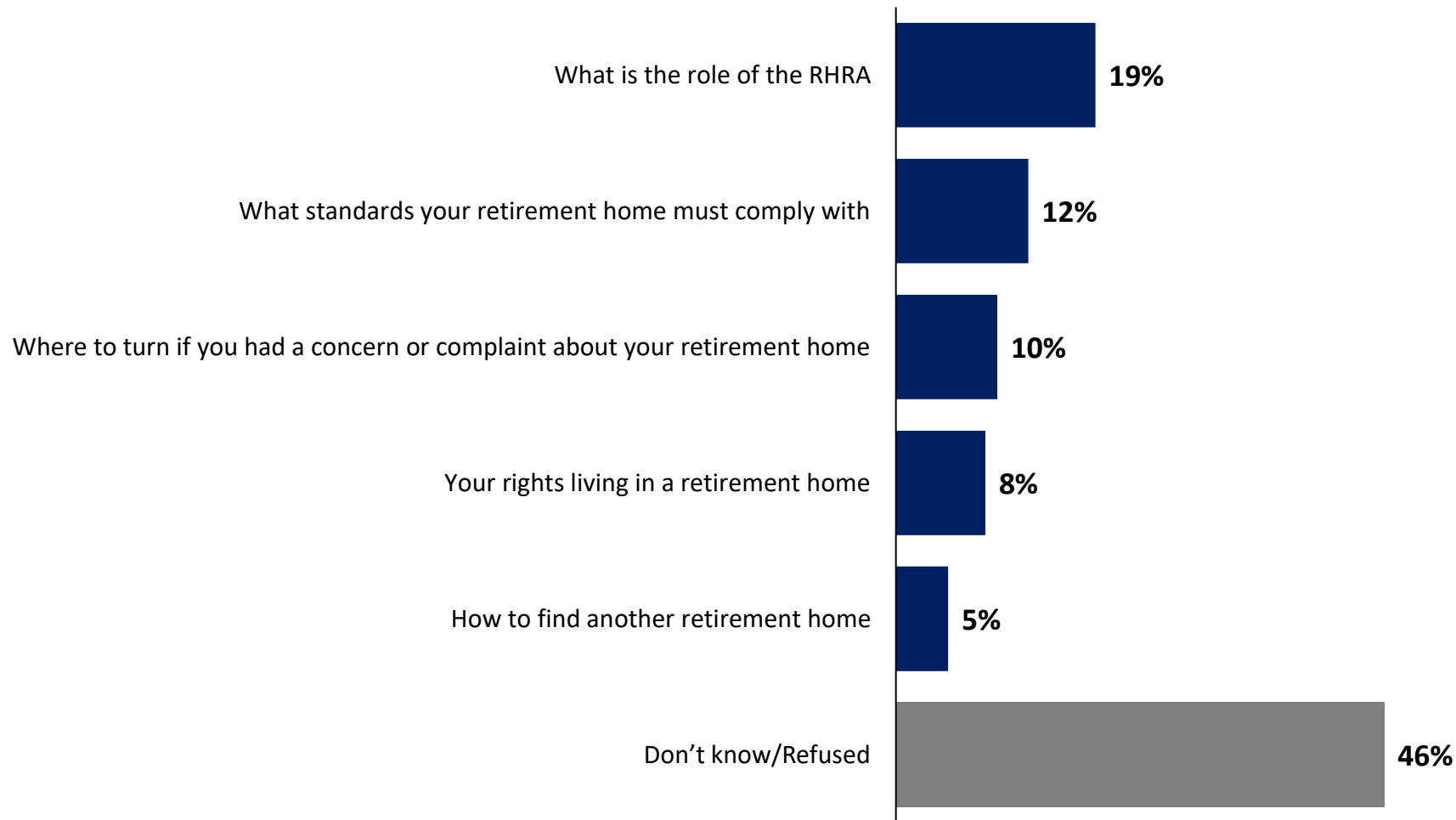
While most don't know what would be useful, top response is information on the role of the RHRA



And what type of information would be most useful for you?

Your rights living in a retirement home, where to turn if you had a concern or complaint about your retirement home, what standards your retirement home must comply with, how to find another retirement home, or what is the role of the RHRA?

[asked of all residents who have not heard of the RHRA; n=336]



Final Thoughts

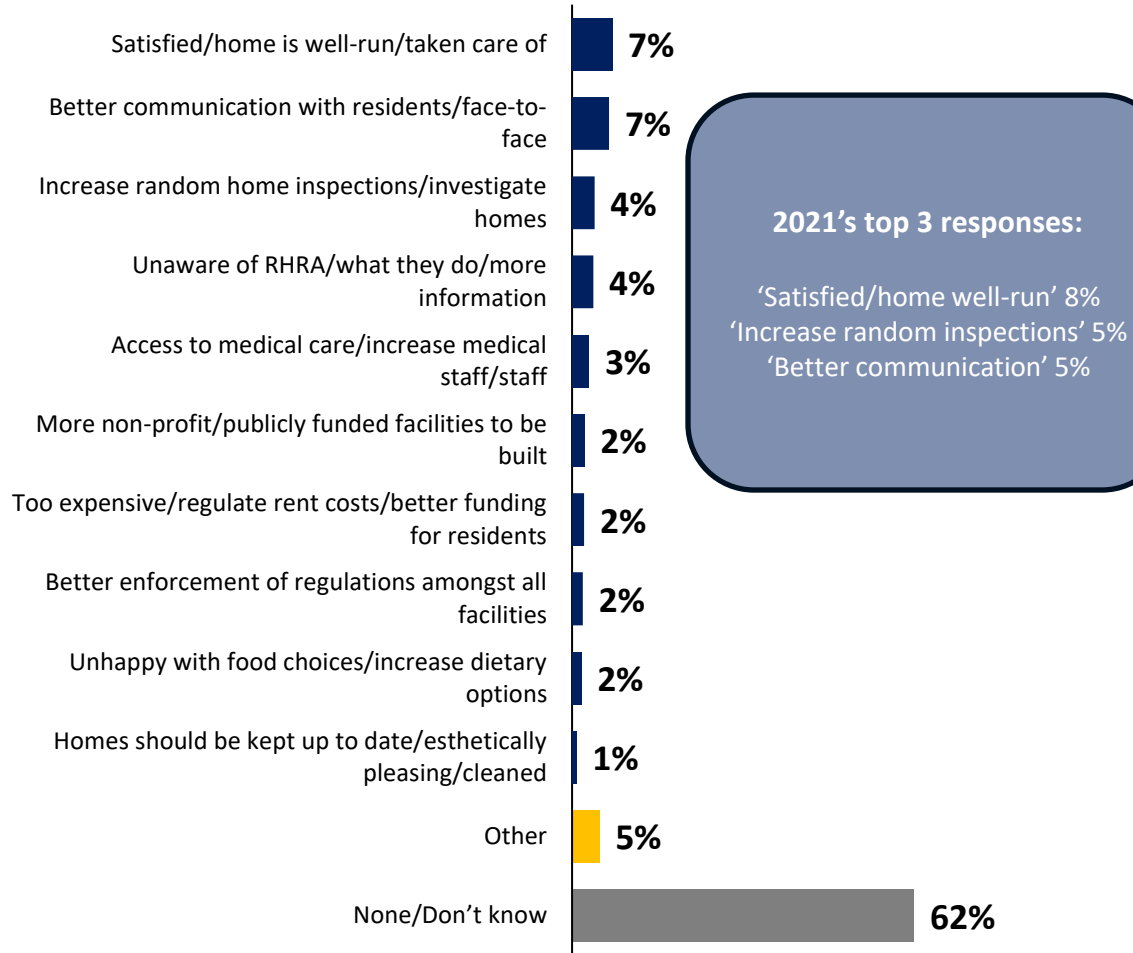
Additional comments from residents include better communication, for stakeholders it is advocacy for RH & staff



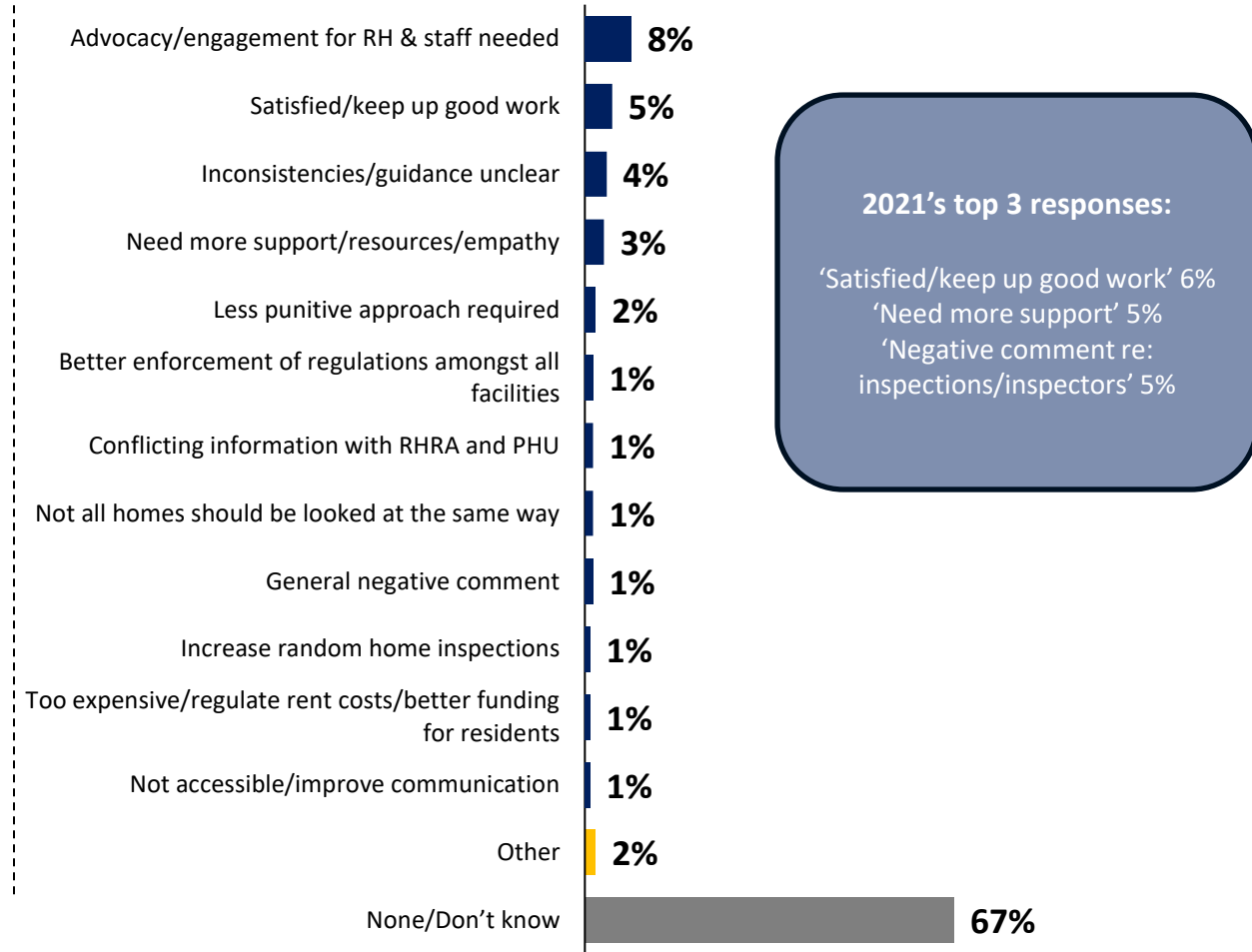
Lastly, do you have any final thoughts or suggestions you would like to share with the RHRA?

[Asked of all respondents; Residents n=500, Licensees and Other Stakeholders n=203]

Residents



Licensees and Other Stakeholders



Final Thoughts | Verbatim



Lastly, do you have any final thoughts or suggestions you would like to share with the RHRA?

[Asked of all respondents; Residents n=500, Licensees and Other Stakeholders n=203]

Residents

"Access, affordably and staffing need to be improved. If not, long-term care it needs to be subsidized."

"I am only aware of shortages and they affect us. I think you guys doing your job but you are dealing with realities that exist today with the shortages."

"I think it's a waste of time because I never hear anything from them, I don't even know what they do. The idea was good, but I don't see anything happening. I am in a good retirement home, but I know some people aren't."

"I would like to have them get more information to the residents. I'd like to know what all they do."

"I would like to know more about retirement homes and the options that I have for transfer as well as the resources that should be or can be available for you."

"I would like to know more about the RHRA because I have no source to find information and I am not aware you exist."

"I would like to see more enforcement with the current regulations. With meaningful actions taken. The inspections should be conducted at a minimum every two years."

"Off the top of my head no, I'd have to give some thought. I'm completely content, I have no complaints. The food is good. There's always someone to talk to if I need to."

"RHRA should come out to the homes and discuss with residents what is available. And answer questions to meet one on one."

"We do not have perfect medical services - the doctor does not get in touch with us enough and we do not have enough medical service."

Licensees and Other Stakeholders

"According to my experience with RHRA I have made lots of improvement with our care plan, policies & training for our staff and volunteers. I am very happy with RHRA's services and do not have any thoughts or suggestions to mention at the moment. Thank you for all your support."

"Continue to be supportive and collaborative with stakeholders to help drive resident satisfaction and safety."

"Homes with new or entry level managers should have more oversight and support to help those managers, so their home is not at risk due to lack of experience."

"I feel that the homes that are not following or complying with the regulations should be inspected more often than the homes that are in compliance."

"I wish things were a little more clear. The answers we always get is ambiguous and can be interpreted in several different ways so it remains confusing if this meets legislation or not."

"Regulations should be scalable, depending on the size of the home. While following the same general formula smaller organizations are able to do some things easier than large homes and there is no allowance for that and there should be."

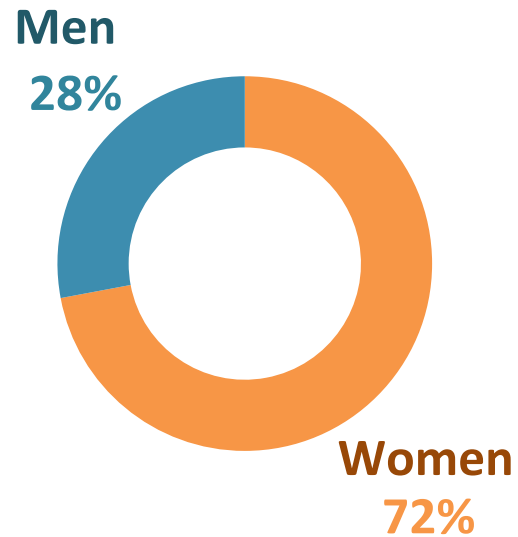
"RHRA to provide some on-going relevant training and education for retirement home staffs and operators."

"The last thing needed is more regulation. Perhaps the focus should be less on building a larger regulatory framework and more on how to bring true value add to the system of care."

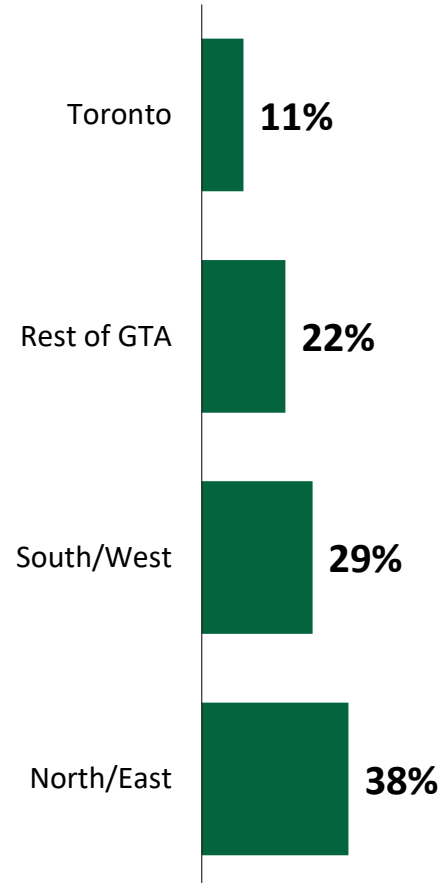
Appendix: Resident Demographics

Demographics: Respondent Profile

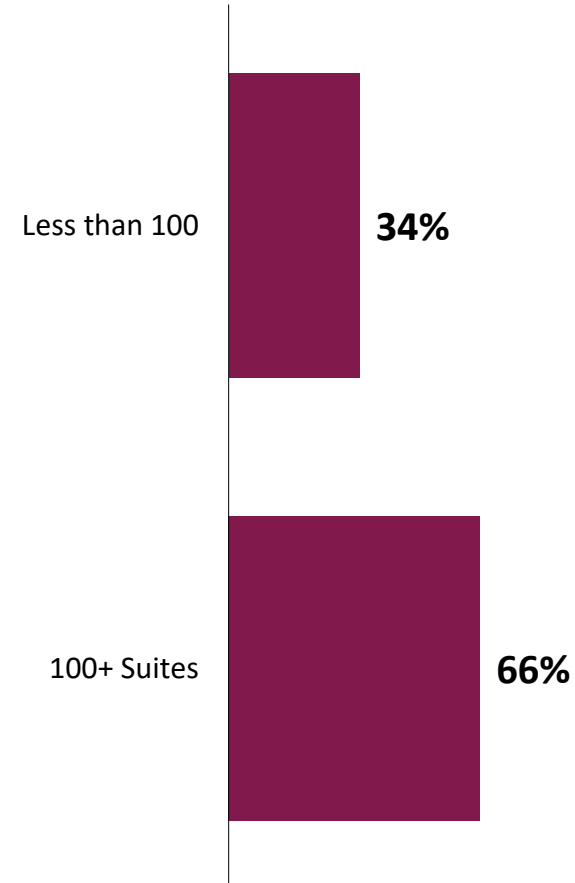
Gender



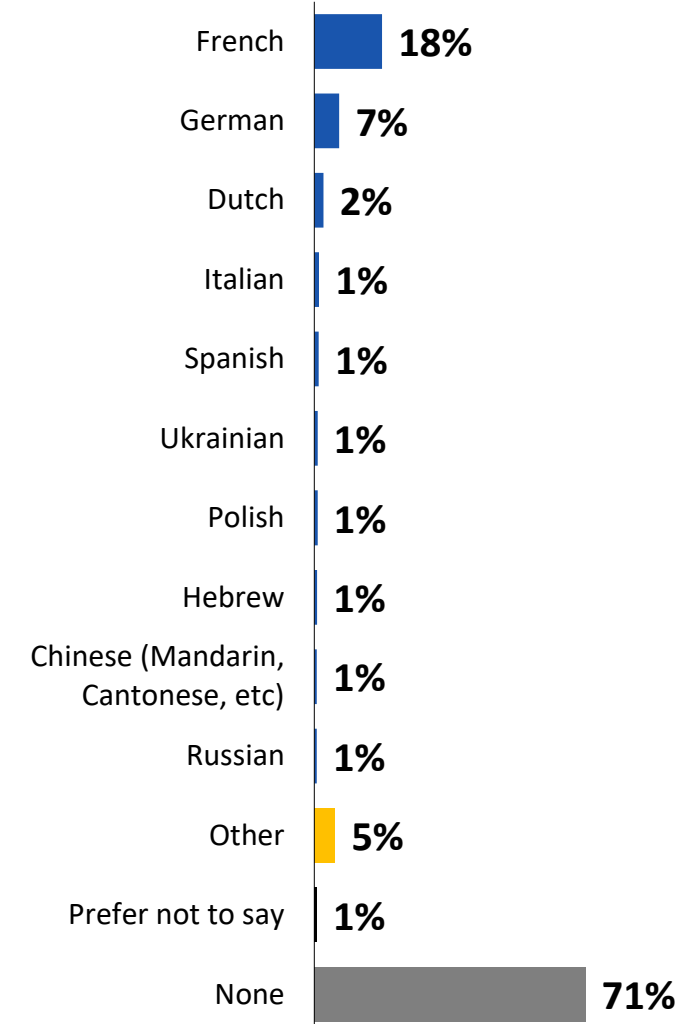
Region



Home Size



Languages Spoken Other than English*



Note: *Multiple mentions allowed; totals may exceed 100%

Appendix: Detailed Dimensions of Accountability

Dimensions of Accountability: Access

Access

The dimension of **Access** is about the RHRA providing its stakeholders with relevant, unbiased, transparent information in a timely and responsive manner. There are five dimensions and nine measures that make up the dimension of **Access**.

- **Awareness†**: RHRA does a good job of helping ensure that I am aware of the rules and regulations I need to follow.
- **Awareness***: RHRA does a good job of helping me comply with the rules and regulations.
- **Information**: RHRA shares its expertise with others.
- **Information**: It is easy for me to find relevant information on [retirement home living/compliance] from the RHRA.
- **Ease of Access**: It is easy to connect with RHRA staff when I have questions or inquiries.
- **Responsiveness**: RHRA staff listen to and respond to my concerns.
- **Responsiveness***: When contacted, the RHRA responds in a timely manner.
- **Transparency**: Information made available by the RHRA is unbiased.
- **Transparency**: Information made available by the RHRA is transparent.
- **Transparency***: The RHRA operates in a transparent manner.

Dimensions of Accountability: Practice

Practice

The dimension of **Practice** is related to the functional attributes of how the RHRA interacts with its stakeholders. This includes practices related to fairness, respect, leadership, seeking stakeholder input, being trustworthy and supporting/advocating for residents. There are five dimensions and nine measures that make up the dimension of **Practice**.

- **Fairness**: RHRA treats me fairly.
- **Fairness**: RHRA treats me with respect.
- **Leadership**: RHRA is a leader in the senior home sector.
- **Involvement**: RHRA asks for stakeholder input on important issues and decisions.
- **Involvement***: The RHRA consults with residents and stakeholders on important issues and initiatives.
- **Ethics & Trust**: RHRA conducts itself ethically.
- **Ethics & Trust**: RHRA operates in a trustworthy manner.
- **Support**: RHRA treats retirement home residents with empathy.
- **Support**: RHRA advocates for retirement home residents.

Dimensions of Accountability: Outcomes

Outcomes

The dimension of **Outcomes** is related to the value that is provided by the RHRA, including, improved safety, value for money, and oversight. There are three dimensions and six measures that make up the dimension of **Outcomes**.

- **Service**: The last time I had direct interaction with the RHRA, my experience was positive.
- **Value Delivered**: RHRA has contributed to improved safety in Ontario retirement homes.
- **Value Delivered †**: Overall, I receive good value from the services [including resources and education/(e.g., resources, education, complaints)] provided by the RHRA.
- **Value Delivered †**: Overall, Ontario retirement home residents receive good value from the services [and protections/(e.g. protection, resources, education, complaints handling) provided by the RHRA.
- **Value of Oversight**: It is important to have an organization that ensures retirement homes follow the rules.
- **Value of Oversight †**: It is important to have an organization that shares factual and clear information on retirement homes with seniors and their loved ones.



Building Understanding.

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