

Licensee Engagement Forum

Engagement Summary, FY 2025/26

Fiscal Year 2025/26 was the first year of RHRA’s Licensee Engagement Forum (LEF). The LEF brings together a diverse group of licensed retirement home operators and managers from various roles and types of licensed retirement homes across the province. Through this forum, the LEF contributors provide input on regulatory operations and topics that impact the retirement home sector and residents with the overall goal of supporting compliance. The direct, two-way dialogue aims to support open conversations that help the RHRA better understand how regulatory activities affect the sector, while also bringing forward the perspectives of licensees and operators in ways that inform RHRA’s resident protection mandate.

In addition to providing direct feedback to RHRA, the input from the LEF, along with the Resident Network, is shared with the Stakeholder Advisory Council (SAC). The SAC is RHRA’s balanced multi-stakeholder forum, as required by its Memorandum of Understanding with government, that provides advice to the RHRA’s Board of Directors on matters and issues pertaining to our resident protection mandate. Both the LEF and the Resident Network have a liaison who sits on the SAC. These liaisons share key themes and insights from each group with the SAC, which are then considered in SAC’s reports to the Board.



Inaugural Licensee Engagement Forum

The Terms of Reference and a list of contributor names are available on the [LEF webpage](#).

The forum includes contributors who reflect the sector characteristics outlined below:

-  Small Multi-Home Operator
-  Rural Home
-  ESL/Culturally Focused Home
-  Large Multi-Home Operator
-  Urban Home
-  Not-for-profit Home
-  Non-Association Member*
-  Small Home
-  Dementia Care Program

*Non-Association Member means a contributor who is not a member of any industry association.

Engagement Summary

Throughout the fiscal year, the LEF met five times.

The forum discussed a range of topics relating to RHRA’s strategic direction, regulatory activities, compliance support resources, sector trends and implementation experiences. Some key topics included:

COMPLIANCE SUPPORT RESOURCES

The forum provided input and feedback on two compliance support resources published during the fiscal year, including RHRA's *Insight Series – Medication Administration in Licensed Retirement Homes* and *Interdisciplinary Care Conference Guidance*. The forum also provided feedback that informed the early development of two additional resources focused on mandatory requirements related to harm/risk of harm and resident reassessments and plan of care approvals that will be published in fiscal year 2026/27. The input has been valuable in creating resources for the sector that are clear, practical, relevant, and support resident well-being.

RHRA OPERATIONS: INSPECTIONS AND ENFORCEMENT

The forum provided feedback on inspections and enforcement, with contributors sharing perspectives on a range of operational considerations. Themes included the consistency across inspectors/inspections, feedback on the inspection experience, the timeliness and clarity of enforcement orders, and the importance of transparency with the sector.

Discussions throughout the year helped inform several elements of RHRA's 2026/27 Business Plan, particularly in areas where greater clarity, transparency, and consistency could further support compliance. Some examples include continuous quality improvement and training for RHRA's front-line staff (e.g. Inspections and Complaints and Client Services, etc.) and enhanced clarity on inspection practices and inspection reports.

FEEDBACK ON NEWSLETTER CONTENT AND COMMUNICATION TOOLS

The forum provided input on opportunities to enhance RHRA's newsletter, with contributors sharing how the publication could better support licensees and operators in their day-to-day operations. Input focused on ways the newsletter might highlight common compliance gaps, seasonal trends, and emerging issues in a timely and practical way. This feedback will help guide newsletter content in the next fiscal year, making it more useful in supporting retirement homes with compliance and resident well-being. Additional communication channels, such as the self-service portal accessible through RHRA's website, will also be explored with the forum next fiscal year to help streamline inspection communication and provide licensees with clearer, more transparent processes, supported by secure, timely communication through a single digital interface.

WEBSITE REDESIGN AND SELF-SERVICE PORTAL ENHANCEMENTS

Various forum contributors participated in targeted, one-on-one engagements to provide input on RHRA's website redesign, which aims to improve usability for residents, families, licensees and the public. Contributors also shared feedback on planned enhancements to the self-service portal intended to strengthen the overall user experience. This focused engagement helped identify the information, functions and design features most important to licensees and operators, supporting an approach that is more responsive to their needs and better positioned to assist them in accessing the materials and information that support compliance.

BUSINESS PLAN (FY 2026/27) AND STRATEGIC PLAN

The RHRA provided an overview of the 2026/27 Business Plan, noting that input from the forum throughout the year helped shape several of its priorities. Forum contributors were also invited to identify any initiatives they would like to explore further through additional engagement. In addition, the group participated in a preliminary discussion about RHRA's next Strategic Plan. Further engagement is planned for FY 2026/27, with an anticipated start date of April 1, 2027, for the RHRA's next Strategic Plan.

Acknowledgements

The RHRA extends its sincere appreciation to the LEF contributors and SAC Liaison for their time, expertise and thoughtful input throughout the year. Their perspectives have helped inform our efforts to protect residents and support the continuous quality improvement of both the RHRA and the sector. The RHRA looks forward to continued engagement with the forum in the year ahead.