Business Plan

FISCAL YEAR

2026/2027

April 1, 2026 to March 31, 2027

RHRA Retirement Homes Regulatory Authority

Vision

Residents living with dignity, choice and confidence in licensed retirement homes

Mission

Safeguarding resident safety and well-being in licensed retirement homes through proportionate regulation and collaboration

To fulfill its mission, the RHRA:

- Uses data, evidence and analysis to support a risk-based approach to decision-making
- Informs, educates and engages current and prospective residents, families, partners and other stakeholders
- Informs, guides, licenses, inspects and educates retirement homes to help them comply with the regulations
- Uses all available tools to protect residents, including enforcement

Values

- **Excellence**

  Efficient, effective and continuously improving

- **Integrity**

  Principled, honest and respectful

- **Adaptability**

  Responsive, proactive and innovative

- **Accountability**

  Transparent and responsible actions

Table of Contents

1 Corporate Overview

Mandate and relationship to the Government of Ontario

The Retirement Homes Regulatory Authority (RHRA) is mandated by the Ontario Government (the Government) to administer Ontario's *Retirement Homes Act, 2010* (the Act) in the public interest. The RHRA's core responsibility is to enhance resident safety and protection in Ontario's licensed retirement homes.

The RHRA is a not-for-profit corporation established as an administrative authority of the Government through the Act and its regulations.

The Government retains responsibility for the Act and regulations. The RHRA is responsible for ensuring the legislation and regulations are implemented and enforced.

Scope

The RHRA fulfills its mandate by:

- Licensing Ontario's nearly 780 retirement homes and maintaining a searchable Retirement Home Database of licensed retirement homes, available on the RHRA website.
- Inspecting retirement homes, overseeing compliance with the regulations and enforcing the Act for the protection of residents.
- Informing and educating the retirement home sector, residents and the public about the Act, regulations and the role of the RHRA.
- Advising the Minister/Ministry for Seniors and Accessibility (MSAA) on emerging trends and matters related to retirement homes.

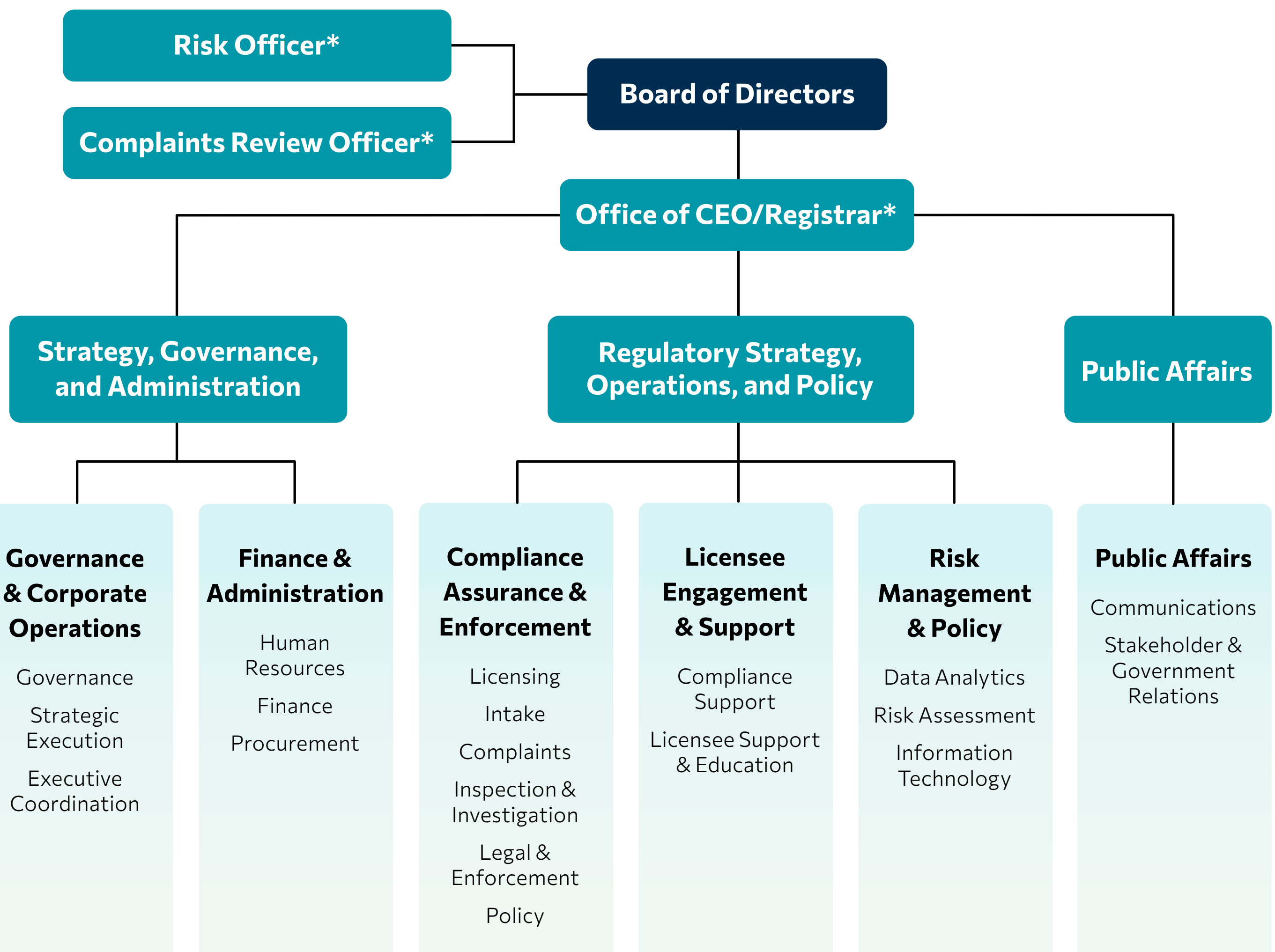
Core services

Licensing | Inquiries, Complaints and Client Services | Inspections | Licensee Engagement, Education and Support | Compliance Support and Monitoring | Investigations | Enforcement and Prosecution | Data Analytics and Risk Evaluation | Public Education and Resource Development | Policy Advice

1 Corporate Overview

Organizational structure

Headquartered in Toronto with approximately 90 staff deployed across the province, the RHRA's workforce is dedicated to regulatory operations that license, inspect and investigate complaints and reports of harm/risk of harm. The RHRA is self-financed primarily through annual fees paid by licensees.



* Independent statutory roles with specific duties and powers set out in the Act.

2 Environmental Scan

Ontario's demographic shift: an aging population

By 2040, the number of Ontarians aged 65 and older is projected to increase by over 60 per cent, reaching 4.2 million[1]. At the same time, the prevalence of chronic illnesses is expected to double, affecting approximately 3.1 million adults, a majority of whom will be seniors[2]. This surge will significantly influence the demand for healthcare services, supportive housing and care options tailored to seniors' evolving needs.

Within this broader demographic context, the profile of retirement home residents continues to evolve:

- Between 60,000 to 70,000 Ontarians live in licensed retirement homes, reflecting a wide spectrum of care needs from fully independent seniors to those requiring assisted living or specialized dementia care
- Health profiles of retirement home residents continue to shift toward greater care needs. With an average age of 88, nearly 40 per cent of residents living in licensed retirement homes have been diagnosed with dementia[3]
- At any given time, there can be as many as 12,000 retirement home residents (~20 per cent of all residents) who are on long-term care waiting lists

1 Government of Ontario (2023), Ontario Population Projections Update, 2022-2046

2 Dalla Lana School of Public Health. (2024). "New study shows significant strain on health care system over the next two decades"

3 Manis, A, at al. (2021), "Examining Health Service Rates Among Residents of Retirement Homes and Other Older Adult Populations in Ontario, Canada: A Population Based Cohort Study"

2 Environmental Scan

A positive outlook for seniors' housing sector, however challenges persist

Cushman & Wakefield[4] reports that Canada's seniors' housing sector has sustained its recovery and is entering a period of renewed growth:

- National occupancy rates are expected to surpass pre-pandemic levels by the end of 2025, reaching approximately 95 per cent by year-end 2026
- Favourable supply-and-demand dynamics in the seniors' housing sector have translated into sustained gains in both occupancy and rental performance
- Increase in demand caused by demographic shift will persist for the next two decades and reduce options for older Ontarians wanting to move into licensed retirement homes

However, the sector faces enduring challenges:

- Ongoing labour shortages and competition for qualified staff in a tight labour market
- Continuing inflationary pressures affecting mortgage rates, food and supply costs
- Elevated construction and financing costs leading investors to focus on existing properties rather than new development, thereby reducing housing options for some older Ontarians in various regions of the province
- Shifts in consumer preferences with many seniors choosing to remain in their homes longer and "age in place"

Operational considerations for the RHRA

Ontario's aging demographic, coupled with the growing complexity of seniors' health and care needs and ongoing challenges in accessing health and long-term care, continues to heighten the overall risk of harm for residents living in licensed retirement homes.

The RHRA remains mindful of the economic challenges facing residents and the retirement home sector, and the importance of maintaining a strong and sustainable industry that provides seniors with choice in housing and care options.

To keep pace with the shifting landscape, meet and exceed service level standards and fulfill its resident protection mandate effectively, the RHRA continues to focus resources on front-line service delivery.

---

4 Cushman & Wakefield (2025), Seniors Housing Operating Performance, Canada

3 Public Reporting

The Strategic Plan, Annual Business Plan and Annual Report are our three public reporting documents.

Strategic Plan

The Strategic Plan is developed by our Board and defines the strategic objectives and the leading strategies to achieve them over a three-year period. It also includes the measures that we use to track progress. We have deferred further development to later this fiscal year and with implementation anticipated for April 1, 2027.

Annual Business Plan

The Strategic Plan is supported by an Annual Business Plan that defines the activities we will undertake in the fiscal year ahead to achieve its objectives and its corresponding budget. It includes a three-year financial outlook that is reviewed annually.

Annual Report

The Annual Report describes progress against the Strategic Plan and Annual Business Plan commitments over the past fiscal year.

4 Transitional Business Plan

The RHRA is using a one-year transitional Business Plan to focus predominantly on its resident protection mandate and deliver strong, reliable oversight of licensed retirement homes. Much of our efforts are dedicated to continuous improvement so we can:

- Focus on our core regulatory functions such as licensing, inquiries, complaints handling, inspections, enforcement and resident protection
- Meet and exceed service level standards, particularly in inspections and complaint resolution, to ensure timely, responsive and effective oversight
- Enhance residents' awareness of their rights with particular attention to transparency around care service fees and other areas that affect resident well-being

As such, some of the activities outlined below call out specific improvements in our day-to-day work with a limited number of new initiatives. For example, we continue to review and improve our policies and procedures, so they are clear and transparent, and our regulatory actions are applied in a consistent manner.

Throughout the year, the RHRA will continue engaging stakeholders as it begins work on its future Strategic Plan anticipated to take effect April 1, 2027.

4 Transitional Business Plan

Transitional business plan priorities

Enhance service delivery

- Strengthen operational capabilities
- Support learning, development and training for front-line staff
- Create capacity through automation and resource allocation
- Explore communication through the Self-Service Portal

Increase awareness and transparency

- Develop and distribute a new consumer guide
- Improve transparency of RHRA information through a redesigned website
- Enhance transparency of public inspection reports
- Connect directly with residents and families through targeted community outreach
- Promote consumer awareness of licensed retirement homes and regulation

Risk-based resident protection

- Clarify reporting requirements to support resident protection
- Provide tailored engagement on abuse and neglect requirements
- Improve shared understanding of RHRA expectations for dementia care and plans of care requirements

Foster collaboration and engagement

- Enhance stakeholder input and strengthen engagement forums
- Maintain preparedness in the event of an emergency

Priority 1:
Enhance service delivery

Strengthen operational capabilities

What we are doing and why

As a public interest regulator, our service level standards reflect our commitment to timely and responsive service for residents, families, licensees and the public.

Over the past several years, we have faced challenges in achieving all our service level standards, particularly in inspections and complaints handling, due to sustained and increased demand for services year over year. While improvements have been made in FY 2025/26, we will continue to strengthen our operational capabilities to fully deliver on our commitment to residents and licensees.

What it will mean for residents and licensees

Residents, families and licensees experience timely regulatory services that are grounded in clear and consistent policies and procedures.

How we will do it

We are making improvements to our core regulatory functions that are grounded in clear and updated policies and procedures. We will continue to refine the structure, procedures and resources that support front-line services, particularly in complaints handling and inspections. These functions are increasingly nuanced and require the right mix of skills, experience and capacity so that each situation is handled appropriately, consistently and in a timely manner.

For example, we have modified existing roles in complaints handling to further specialize staff in responding to concerns and writing complaint decisions respectively. We anticipate onboarding these more specialized roles in Q1. We are also adding capacity to inspections as well as Complaints and Client Services to strengthen support and oversight for front-line staff and anticipate onboarding these roles in Q2. This additional capacity will help clean up the existing complaints backlog by Q3.

How we will know we are successful

Success will be measured by:

- Meeting, sustaining or exceeding established service level standards of at least 90 per cent of cases across core regulatory services, including complaints handling and inspections
- Quality assurance audits of inspections, complaint handling and decision writing demonstrate improved consistency and quality

Priority 1:
Enhance service delivery

Support learning development and training for front-line staff

What we are doing and why

We are experiencing an increasing complexity of concerns raised by residents and licensees amid ongoing demographic shifts and system pressures, such as waiting lists for other seniors' housing options. To respond effectively, we will enrich the skills of our front-line staff so they can apply judgment more consistently and adapt to evolving expectations. This will be achieved through targeted learning and development focused on specific competencies such as effective interviewing, decision and inspection report writing, and consistent inspection practices.

What it will mean for residents and licensees

Residents and licensees receive timely, fair and well-reasoned regulatory services that reflect our role as a transparent and accountable regulator that applies consistent practices.

How we will do it

We will conduct learning development and training with front-line staff on the following topics in FY 2026/27:

- Effective interview techniques for our intake and inspector teams
- Information and procedures for assessing and citing abuse and neglect
- Updated and enhanced inspections procedures for behaviour management and dementia-related compliance requirements. We will continue to share updated expectations on compliance requirements with the sector as appropriate
- Plain language and effective decision writing to improve overall quality and understanding of reports and decisions

How we will know we are successful

Success will be measured by:

- Meeting or exceeding our service-level standard for core regulatory services and clearing the current complaints backlog by Q3
- Seeking qualitative feedback from residents and licensees on the timeliness and clarity of our inspections and complaint handling

Priority 1:
Enhance service delivery

Create capacity through automation and resource allocation

What we are doing and why

We will automate internal processes so staff can spend less time on administration and more time on front-line work. We are also reallocating resources from administration to front-line operations, creating additional capacity to serve residents and work with licensees so they can effectively comply with the *Retirement Homes Act, 2010*.

What it will mean for residents and licensees

Residents and licensees will benefit from more staff time dedicated to their needs. By reducing administrative work through automation, more front-line capacity will be available to respond to concerns, conduct inspections and support compliance effectively.

How we will do it

We will automate employee expense processing and the management of our newsletter distribution, so subscription lists are updated when licensees submit a Notice of Change. This will be achieved by integrating these processes into our existing IT systems. Both initiatives will free up valuable staff time that can be redirected to inspections, among other front-line services.

How we will know we are successful

Success will be measured by:

- Reallocating two per cent of payroll budget from administrative overhead to front-line services to help meet, sustain or exceed established service level standards of at least 90 per cent of cases across core regulatory services
- Distributing the newsletter through our integrated IT system by Q4, reducing the overall time required to maintain our newsletter subscription list and distribute communications to the sector

Priority 1:
Enhance service delivery

Explore communication through the Self-Service Portal

What we are doing and why

The RHRA Self-Service Portal, launched in 2024, provides residents and licensees with a secure way to interact with our staff. It is currently used to submit reports of harm or risk of harm and complaints, and complaints, file Notices of Change, view invoices and submit Annual Information Returns with or without an account. Currently, 74 per cent of retirement homes use the Portal.

As a next step, we are exploring use of the Portal to communicate with licensees during licensing and inspections, starting with routine inspections. The goal is to streamline inspection communication by using one secure place to share information, request documents and follow up on findings while ensuring we achieve value for money.

What it will mean for residents and licensees

Licensees experience clearer, more transparent inspection processes, supported by secure, timely communication through a single digital interface at their convenience. Improved visibility into licensing and inspection status would support responsiveness, reduce administrative effort and strengthen shared understanding of requirements.

How we will do it

As a fiscally responsible regulator, we will assess the cost and resources required to expand the use of the Portal to support licensing and inspection communications, and reduce administrative process. For example, we recognize the convenience of being able to share and respond to draft inspection reports through a secure portal.

We will also continue to encourage licensees to use the Portal by demonstrating the benefits and security of communicating through this channel.

How we will know we are successful

Success will be measured by:

- Documenting functional requirements, estimated costs and stakeholder input by Q3 to inform future business planning
- Achieving target of having 80 per cent of retirement homes using the Portal by the end of FY 2026/27

Priority 2:
Increase awareness and transparency

Develop and distribute a new consumer guide

What we are doing and why

Residents and families often face complex decisions related to their current and future care needs and their costs, and need clear, practical information to inform their decision-making. Recognizing the vital role retirement homes play in meeting the needs of older adults, we will create a new resident-focused guide and other collateral material to help people better understand their rights and important questions to ask when living in, or considering, a licensed retirement home. This includes anticipating their future care needs and associated costs among other important topics identified by stakeholders.

What it will mean for residents and licensees

Residents, families and those considering retirement living will have clearer information to understand their rights, the standards licensed retirement homes are required to meet and where to turn if they need support. Better information supports informed decisions, early issue resolution and greater confidence in navigating licensed retirement home living.

How we will do it

We will work closely with residents, families and licensees to develop consumer guide content from Q1-Q2. Once drafted, we will use input from the Stakeholder Advisory Council, Licensee Engagement Forum and Resident Network to focus test the guide for clarity and accessibility in Q3, and then share it with 50 organizations that support older adults to extend its reach in Q4.

The guide will provide practical tools, tips and links to existing resources, including the Retirement Home Database, to support informed decision-making. We will supplement the guide with collateral materials that help prospective and current residents ask important questions and consider their future care needs and the associated costs so they can plan accordingly.

How we will know we are successful

Success will be measured by:

- Ongoing feedback from residents, families and older adults attending RHRA presentations at resident council meetings and in the community
- Quantitative feedback from the next multi-stakeholder effectiveness survey (scheduled for FY 2028/29)

Priority 2:
Increase awareness and transparency

Improve transparency of RHRA information through a redesigned website

What we are doing and why

Our website serves as a central and reliable source for public information about retirement homes and handy resources for residents and licensees. A recent multi-stakeholder effectiveness survey and needs analysis identified gaps in content and challenges that make it harder for users to navigate the site and access key information. To improve this experience, we are launching a redesigned website to make it easier for residents, families, licensees and the public to find the information they need in a user-friendly and accessible way.

What it will mean for residents and licensees

Residents, families and licensees will be able to find information more efficiently on our user-friendly website in English, French and other commonly spoken languages. Clear and accessible information supports informed decision-making for residents and families, supports discoverability of compliance materials among licensees, and saves time for all parties.

How we will do it

We will conduct user testing with key stakeholders in Q1 before soft launching the new site in Q2.

The redesigned website will organize information more clearly and use plain language to address common user needs, such as planning ahead, understanding rights and obligations, finding licensed retirement homes, accessing compliance materials and knowing where to turn for support. Our website will leverage artificial intelligence so consumers can translate content into commonly spoken languages besides English and French, in real time. We will continue to gather input from stakeholders to refine content, address gaps and ensure the website remains timely and responsive to user needs.

How we will know we are successful

Success will be measured by:

- Collecting qualitative feedback in Q4 through targeted surveys with the Stakeholder Advisory Council, Licensee Engagement Forum and Resident Network to assess whether stakeholders agree the refresh improved access and usability
- Quantitative feedback from the next multi-stakeholder effectiveness survey (scheduled for FY 2028/29)

Priority 2:
Increase awareness and transparency

Enhance transparency of public inspection reports

What we are doing and why

Stakeholders have shared feedback that our public inspection reports can be difficult to navigate and interpret, which limits their usefulness and transparency. As a critical consumer protection tool, we are improving public inspection reports so residents, families and licensees can more easily interpret inspection results.

The updated reports will use clearer language, a more consistent structure and a simpler digital format that highlights key findings and outcomes so that readers do not make inaccurate assumptions. This will make inspection information easier to find, read and understand.

What it will mean for residents and licensees

Residents, families and licensees will have clearer, more consistent information about inspection findings and regulatory expectations so they can interpret inspection results more accurately. Clearer reports support informed decisions, fair understanding of outcomes and confidence in regulatory oversight.

How we will do it

We will improve the layout and language of public inspection reports, focusing on clarity, consistency and plain language. The enhanced public inspection report will be tested with residents and licensees in Q3 to validate the updated format meets user needs. We will engage the Licensee Engagement Forum, the Resident Network, the Stakeholder Advisory Council, licensees and the sector in Q4 to get their feedback before launching the new inspection reports beginning April 2027.

How we will know we are successful

Success will be measured by:

- Seeking qualitative feedback from residents, families, licensees and the sector on whether the enhancements made to the public inspection report layout and content achieves better clarity

Priority 2:
Increase awareness and transparency

Connect directly with residents and families through targeted community outreach

What we are doing and why

Consumers often do not think about regulation until they need to choose a retirement home or when something goes wrong. When this happens, it is vital that consumers know where to turn and find information that will help them. To address this, we are increasing direct outreach so that residents, families and people considering retirement home living have access to clear information about current and future care needs, their rights and the protections available to them.

To meet residents, families and people considering retirement home living where they are, we are increasing direct outreach working with retirement home staff and our inspectors to increase awareness of their rights and the protections available to them.

What it will mean for residents and licensees

Residents and families will have a clearer understanding of their rights, the RHRA's role, support in asking the right questions to choose a licensed home and where to turn for help and when concerns arise. Access to practical information, frequently asked questions and direct engagement builds confidence in decision-making and supports earlier issue identification and resolution. Multilingual outreach across diverse communities helps information reach residents and families in accessible and culturally appropriate ways.

How we will do it

We will deliver targeted, in-person outreach across the province at retirement homes and community-based events for older adults, with a focus on reaching new and diverse audiences, including communities that speak languages other than English and French. We will make consumer protection material available in more languages in Q1, including Italian, Spanish, Punjabi, Urdu and Hindi. Outreach will include information booths, presentations and the distribution of multilingual resources on resident rights.

How we will know we are successful

Success will be measured by:

- Participating in at least 30 booths or presentations annually, including in communities serving diverse populations, and collect qualitative feedback from attendees (residents and community members)
- Distributing more than 10,000 information packages in English and French
- Distributing more than 3,000 multilingual materials through community events, retirement homes and partner organizations

Priority 2:
Increase awareness and transparency

Promote consumer awareness of licensed retirement homes and regulation

What we are doing and why

It can be difficult to distinguish a licensed retirement home from a long-term care home or from facilities serving older adults that are not regulated under the *Retirement Homes Act, 2010*. We also appreciate that regulation is not top of mind for people when they are visiting or researching a retirement home. Prospective residents often choose a retirement home in their community designed to meet their current care needs.

However, we wish to promote awareness of regulation so residents and their families know what kinds of questions to ask to prepare for future care needs and costs and where they can turn should they ever have a concern. To achieve this, we are introducing simple, visible ways to help residents, families and the public easily identify licensed retirement homes and understand that they are regulated by the RHRA.

What it will mean for residents and licensees

Residents, families and visitors will have a clearer, more immediate recognition that a facility is a licensed retirement home and subject to specific provincial standards and regulatory oversight. This supports consumer confidence, transparency and trust. It also enables licensed retirement homes to communicate that there are benefits to choosing a licensed facility as they are held to these standards.

How we will do it

We will design and produce a standardized “Regulated by RHRA” decal by Q2 to display at entrances and provide clear information to licensees about its purpose and use. Distribution in Q3 will be supported by a letter encouraging licensees to also link to the RHRA website and Retirement Home Database on their own websites.

How we will know we are successful

Success will be measured by:

- Qualitative feedback and interest from licensees to display the decal
- Increased awareness levels of regulation and licensed retirement homes by residents and the public, measured in the next multi-stakeholder effectiveness survey (scheduled for FY 2028/29)

Priority 3:
Risk-based resident protection

Clarify reporting requirements to support resident protection

What we are doing and why

Licensees are required under the *Retirement Homes Act, 2010,* to report certain situations to the RHRA, including incidents where there may be harm or risk of harm to a resident. Timely and accurate reporting allows the RHRA to follow up appropriately and is a critical part of resident protection.

To support consistent understanding and application of reporting requirements, we will develop clear, practical guidance that explains what must be reported and its importance to resident safety.

What it will mean for residents and licensees

Residents and families benefit from timely regulatory follow-up when incidents that could affect safety or well-being are reported promptly and accurately. Clear reporting expectations help support earlier intervention and reduce the risk of further harm.

Licensees will have greater clarity and confidence in understanding their reporting obligations, supporting consistent reporting practices in day-to-day operations.

How we will do it

We will develop and publish materials in Q3 that help explain what must be reported and expectations around timeliness, documentation and follow up. Content will be practical and help licensees understand how to exercise judgment in complex or emerging situations. We are committed to proactively engaging stakeholders in developing these materials so they are clear and relevant.

The materials will be practical and designed to support consistent and transparent reporting practices across the sector.

How we will know we are successful

Success will be measured by:

- Incorporating direct feedback from licensees and through the Licensee Engagement Forum (LEF)
- Qualitative feedback from licensees, the sector and LEF on the effectiveness of the guidance
- Quantitative feedback on the value and relevance of compliance resources from the next multi-stakeholder effectiveness survey (scheduled for FY 2028/29)

Priority 3:
Risk-based resident protection

Provide tailored engagement on abuse and neglect requirements

What we are doing and why

Abuse and neglect are high-risk areas with serious implications for resident safety. Licensees must understand how abuse and neglect requirements are applied and how non-compliance may be cited under the *Retirement Homes Act, 2010*.

To support shared understanding and proactive compliance, we will deliver tailored and engaging sessions with licensees focused on abuse and neglect requirements, including how these requirements are interpreted and applied by the RHRA.

What it will mean for residents and licensees

Residents benefit from stronger identification, prevention and response to abuse and neglect through clearer understanding of regulatory requirements and earlier action by licensees.

Licensees gain greater clarity and confidence in understanding abuse and neglect requirements, how they are assessed and cited, and how to apply expectations in practice. This supports compliance and stronger resident protection.

How we will do it

We will deliver 10 tailored sessions with retirement homes between Q1 to Q2 that leverage existing resources such as the Insight Series, the abuse and neglect guidance document and Compliance Assistance Modules. The sessions will include, but are not limited to covering:

- An overview of abuse and neglect requirements using practical, real-world scenarios
- How abuse and neglect requirements are interpreted and cited
- Common questions and areas needing enhanced clarity

We will then solicit and apply licensee, sector and Licensee Engagement Forum (LEF) feedback on the engagement and material in Q2 to improve the overall effectiveness of the sessions. Once complete, we will deliver 10 more tailored sessions, publish a recording on the RHRA's website and share with all licensees between Q3 to Q4.

We will also engage the sector's industry associations to obtain feedback and collaborate in sharing resources that help licensees understand what is required to help them proactively comply.

How we will know we are successful

Success will be measured by:

- Qualitative feedback from licensees, the sector and LEF on the effectiveness of the tailored engagement sessions in promoting shared understanding of abuse and neglect requirements
- Quantitative feedback on the value and relevance of compliance resources from the next multi-stakeholder effectiveness survey (scheduled for FY 2028/29)

Priority 3:
Risk-based resident protection

Improve shared understanding of RHRA expectations for dementia care and plans of care requirements

What we are doing and why

Residents in licensed retirement homes are living with increasingly complex care needs. Data collected through retirement homes show that most homes report having residents living with dementia, and in many homes, residents require varying levels of care that must be documented and supported through regular assessments and a plan of care.

To support resident protection and consistent compliance, we will develop and publish clear, practical material to help licensees understand and meet regulatory requirements related to dementia care programs and consent and approvals of plans of care.

What it will mean for residents and licensees

Licensees that offer or are considering offering dementia care programs will have clearer information on compliance requirements. Clear expectations on plans of care will also support licensees, residents and families in understanding requirements related to assessments, consent and approvals, and communication with residents and substitute decision-makers.

Residents benefit from stronger resident protection outcomes through compliant dementia care programs and plans of care. With residents and their substitute decision-makers understanding the importance of consent and approvals, the expectation will be that retirement homes don't have to spend as much time on required documentation and can spend more time delivering care.

How we will do it

We will develop dementia care program materials to explain regulatory requirements and provide practical examples to support ongoing compliance. We will also develop materials that clarify requirements related to assessments, consent and approvals for plans of care, including expectations for reasonable efforts to involve and communicate with residents and substitute decision-makers, and the importance of documenting those efforts.

In developing these materials by Q3, we will review compliance data and work with licensees and stakeholders to ensure the guidance is practical, clear and responsive to real-world operational contexts. We will then collect and incorporate qualitative feedback on effectiveness of the materials from licensees, the sector and Licensee Engagement Forum (LEF) before publishing the guidance in Q4.

How we will know we are successful

Success will be measured by:

- Qualitative feedback from licensees, the sector and LEF on the effectiveness of the materials in improving shared understanding of our expectations related to dementia care and plans of care requirements
- Quantitative feedback on the value and relevance of compliance resources from the next multi-stakeholder effectiveness survey (scheduled for FY 2028/29)

Priority 4:
Foster collaboration and engagement

Enhance stakeholder input and strengthen engagement forums

What we are doing and why

We are strengthening how residents, families, licensees and other stakeholders contribute to our work through our various engagement forums. Meaningful engagement shapes our work so it reflects real-world experience and resonates with the people it is intended to serve.

What it will mean for residents and licensees

Residents, families, licensees and other stakeholders will have clearer and more meaningful opportunities to share their experiences and feedback. Stakeholder input in regulatory discussions supports mutual understanding, better outcomes and stronger trust between the RHRA, residents and licensees.

How we will do it

As the Licensee Engagement Forum (LEF) completes its first year, we will seek feedback from participants to improve how the forum operates and ensure it remains a valuable and effective way for licensees to provide input. We will also do this with the Stakeholder Advisory Council (SAC) and Resident Network.

We use a “hub and spoke” engagement approach, with SAC at the centre with direct and documented input from LEF and the Resident Network. We do this by ensuring that a minimum of one licensee or resident representative serve on the LEF or Resident Network so they can report back into SAC.

We will collect feedback from all forum members in Q3 to assess effectiveness of meetings, opportunities for meaningful dialogue and outcomes. We will then implement at least three improvements to engagement forum operations (meeting structure, materials, feedback loops, information sharing) based on member feedback in Q4.

How we will know we are successful

Success will be measured by:

- Improving flow of information between engagement forums to support broader perspectives and dialogue amongst diverse stakeholders, influenced by direct member feedback.

Priority 4:
Foster collaboration and engagement

Maintain preparedness in the event of an emergency

What we are doing and why

Emergencies such as extreme weather, extended outages, public health or other events can have serious impacts on residents, particularly older adults with complex care needs. Clear and timely information and coordination between Government, regulators and system partners are essential to support emergency response and protect residents. We will continue to work closely with licensees, the sector, government and system partners as part of our preparedness measures during emergencies.

What it will mean for residents and licensees

Clear roles and communication support confidence, coordination and faster response in emergencies, helping to reduce risk and support safety and well-being. Licensees receive timely information to help them prepare for and respond to emergency, public health or environmental issues.

How we will do it

We will continue to refine our emergency preparedness planning and communications. We will continue to share relevant public health, environmental and emergency-related information and guidance with the retirement home sector through established communication channels. Where appropriate, we will also reinforce expectations and resources that support licensees in planning for and responding to emergencies affecting residents.

How we will know we are successful

Success will be measured by:

- More coordinated and timely collaboration and information sharing with licensees, the sector and system partners when an emergency (fire, flood, weather, abrupt closure, etc.) happens

5 Measuring Performance

In addition to the performance measures associated with each initiative, we have performance measures to track progress in achieving our four Strategic Plan objectives. While FY 2026/27 is a transition year, for accountability and annual benchmarking, the RHRA will continue to report on these performance measures in its next Annual Report until the next Strategic Plan and its accompanying performance measures are developed and approved.

The RHRA will evaluate its overall performance based on the achievement of the initiatives set out in this plan, meeting and exceeding regulatory service standards and delivering on these eight Strategic Plan performance measures.

Performance Measure	Additional Information	Target Structure
Percentage of Service Standard Attainment (supports enhance service delivery objective)	Reflects the RHRA's commitment to delivering on its core mandate efficiently by measuring core regulatory processes against service standards (licence applications, inspections, reports of harm, and complaints).	The RHRA meets customer service standards for core regulatory processes 90 per cent of the time annually.
Operational Effectiveness & Efficiency (supports enhance service delivery objective)	Reflects the RHRA's commitment to minimizing administrative expenses as a per cent of total expenses over three-year period.	The RHRA will maintain administrative expenses at or below 21 per cent.
Financial Sustainability (supports enhance service delivery objective)	Demonstrates the RHRA's commitment to prudent financial management while maintaining appropriate financial flexibility.	Operating expenses are within three per cent of budgeted operating expenses. Restricted reserves are within three to six months of budgeted operating expenses.
Public Awareness (supports increase awareness and transparency objective)	Demonstrates the RHRA's commitment to raising awareness of the regulator's role, resources and value. Measured at minimum once every three years through a multi-stakeholder survey. In 2024, residents responded with an overall awareness rate of 33 per cent.	Ensure resident participation rate of a minimum of 500 responses. Increase resident awareness of the RHRA to 35 per cent by Fiscal Year 2025/26.

5 Measuring Performance

Performance Measure	Additional Information	Target Structure
Proportion of High-Risk Homes (supports risk-based resident protection objective)	Uses the RHRA's risk-based regulatory model to target interventions in the high-risk portion of non-compliant homes operating in Ontario.	Proportion of homes in the high-risk category is maintained between five per cent and 10 per cent, the range is based on a rolling three-year trend.
Licensee Compliance Resources (supports risk-based resident protection as well as foster collaboration and engagement objective)	Promotes compliance with legislative requirements by proactively identifying and producing education resources on priority topics.	Every year, the top five areas for risk of harm are identified and any new compliance resources needed are produced within 12 months.
Governance (supports all objectives)	Demonstrates the RHRA's commitment to governance best practices and conducts independent governance reviews at minimum of every three years. The most recent review was completed in Q4 Fiscal Year 2022/23.	Independent governance reviews conducted at minimum every three years (next review in FY 2026/27). 100 per cent of recommendations are addressed within 18 months of the review date.
Accountability, Trust and Collaboration (supports all objectives)	Demonstrates the RHRA's commitment to continuously improving effectiveness based on stakeholder feedback. Measured at minimum once every three years through a multi-stakeholder survey (next survey in FY 2028/29). The survey asks questions ofstakeholders and residents each to rate the RHRA on satisfaction with service, value delivered and value of oversight, transparency, and responsiveness, among other categories. Satisfaction is measured on 13 categories. Results are rolled into a combined Accountability Index Score. Previous combined index score was 7.0 overall (Licensees rated the RHRA at 8.1, residents rated the RHRA at 6.5 and Stakeholders separately rated the RHRA at 8.1).	Increase overall Accountability Index Score to 7.5 among stakeholder groups.

6 Corporate Policies, Practices and Procedures

Governance

The RHRA is governed by a nine-person Board of Directors, including four members appointed by the Lieutenant Governor in Council and five members elected through a nomination process by the Board. The Board employs a skills matrix to select Directors while recognizing the importance of having Directors that reflect the diversity of Ontario. Board member profiles are available on our website.

The Board is accountable to the Minister for Seniors and Accessibility. The Minister designates the Board Chair from among the members of the Board.

A Memorandum of Understanding (MOU) and associated Schedules set out the roles, duties and responsibilities of the RHRA and the Government in the administration of the Act.

We are committed to maintaining compliance with our obligations under the MOU and Schedules.

Independent Risk Officer

An important channel for oversight is the role of the Risk Officer (RO). This statutory and independent role reports to the Board and requires independent decision-making. Appointed by the Board with the Minister's approval, the RO is responsible for reviewing, monitoring and assessing the effectiveness of the RHRA's administration of the Act.

The RO prepares an annual report based on a focused plan of review that is shared with the Board at the beginning of the year. After completing the final report, later in the year, we will respond to and address the recommendations as directed by the Board. The RO's report and our response is shared annually at our Annual General Meeting every September.

Independent Complaints Review Officer

The Complaints Review Officer (CRO) is another independent statutory role. The CRO is appointed by and reports to the Board. They are responsible for reviewing matters where a complainant is not satisfied with the Registrar's decision regarding their complaint. The CRO will review the reasonableness of the Registrar's consideration of the complaint and decision to take no further action. The CRO will either decide that they are satisfied that the Registrar's consideration of the complaint and decision to take no further action were reasonable or refer the complaint back to the Registrar with a recommendation for further action.

6 Corporate Policies, Practices and Procedures

Administrative complaints

We have an Administrative Complaints Policy for complaints/concerns about the conduct of our staff, policies and procedures, and/or the application of our policies and procedures. Complaints or concerns related to the administration of the Act may be formally written or verbal. Both are acted on by our staff to seek resolution.

Complaints are tracked in a confidential database, including details of the complaint, and our actions, responses and timelines to resolution. In addition, our policy on administrative complaints is available on our website.

To complement this process, we also offer an independent third-party service to enable anonymous/confidential complaints about the RHRA.

Commitment to French language services and accessibility

To support provisions within the *Retirement Homes Act, 2010,* and our French Languages Services Delivery Policy, we make our communications and information available in French to meet the needs of the Francophone communities that we serve. We respond to all requests for French services.

We are also committed to continuing to fulfill our obligations to meet the accessibility needs of persons with disabilities in a timely manner, according to the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA). This includes ensuring information about the RHRA and its services are available on its website and Self-Service Portal in an accessible format.

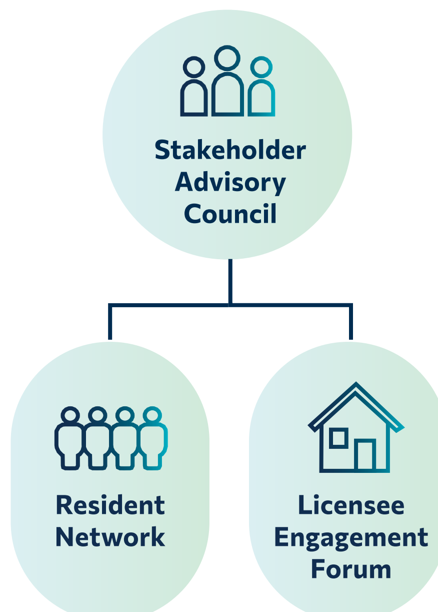
6 Corporate Policies, Practices and Procedures

Enterprise risk management and business continuity

The Board maintains its role in the enterprise risk management of the organization and is committed to ongoing efforts that continually strengthen its governance practices and oversight. Our management team reports to the Board twice a year on any high or medium risks and corresponding mitigating strategies. We also maintain a Crisis Management Plan and Business Continuity Plan, which convey how we will ensure continuous delivery of critical business services in an emergency and before we can completely resume full operations.

Stakeholder Advisory Council and other engagement forums

Our dedicated advisory council with 10 members represents a cross-section of stakeholders including residents and their families/caregivers, licensees, regulated health professionals and seniors' organizations. The Stakeholder Advisory Council (SAC) was established pursuant to the Act and the MOU. The SAC provides advice to us on matters and issues pertaining to our public interest mandate and reports annually to the Board. SAC members meet four to six times a year, dedicating their time, expertise and perspectives to enhance resident protection. We are grateful for their contributions. Information about the SAC can be found on our website.



The SAC is bolstered by additional engagement through our Resident Network and the Licensee Engagement Forum, where valuable feedback is provided to us and brought forward to SAC for discussion. Further to these engagement forums, we also engage a wide range of stakeholders through targeted outreach.

7 Prudent Fiscal Management and Financial Sustainability

Current financial position

The RHRA is committed to operating in an efficient and financially responsible manner, ensuring that the organization has the front-line resources to effectively deliver its resident protection mandate. In FY 2025/26, the RHRA made strategic organizational adjustments to align with the Ministry for Seniors and Accessibility October 2025 Policy Direction and to focus on improving service level standards in its core regulatory functions such as complaints handling and inspections. Through cost control, reallocation of administrative resources and strong investment performance, the RHRA enters FY 2026/27 in a stronger than anticipated financial position.

The retirement homes sector saw some consolidation during the year, driven in part by increased acquisitions by operators managing multiple homes. While the number of homes remained relatively stable year over year, the number of suites across the province grew. This heightened acquisition activity resulted in more licence application fee revenue and strengthened RHRA's financial position.

At the same time, employee turnover, vacancies and longer recruitment and onboarding timelines reduced staffing costs compared to the forecast. As a result, the organization ended the year with a surplus, reversing the previously projected deficit. Investment income also exceeded expectations, further improving overall results.

These positive results have enhanced the RHRA's readiness entering FY 2026/27. The organization is now implementing planned staffing changes to support increased activity levels and meet and/or exceed service standards while remaining within the budgeted headcount for FY 2025/26.

7 Prudent Fiscal Management and Financial Sustainability

Looking forward

The FY 2026/27 budget reflects the RHRA's continued progress toward long-term financial sustainability. The organization is projecting an operating deficit of $543K, an improvement from the FY 2025/26 budgeted operating deficit of $1.4M. This year-over-year reduction demonstrates ongoing efforts to align operating costs with revenue while maintaining the capacity needed to deliver strong regulatory performance.

Non-operating revenues, primarily investment income, are disclosed separately and contribute to a projected overall surplus of $199K for FY 2026/27. These revenues are not relied upon to support core operations, consistent with RHRA's long-term goal of achieving a structurally balanced operating position.

Future projections have been developed on a stable-operations basis, reflecting the staffing and resource levels required to meet, sustain and/or exceed service standards. While achieving full operating balance will take time, the multi-year outlook shows a decreasing operating deficit supported by continued attention to efficiencies and cost mitigation.

To maintain financial stability and support its mandate, the RHRA will focus on:

- Keeping operating costs proportionate to the demand for regulatory activities
- Pursuing opportunities to reduce operating costs without impacting fulfillment of its mandate
- Continuing to look at automation and workflows to help redeploy resources to front-line services
- Continuing to maintain a stable financial position with strong operating reserves

This approach positions the RHRA to manage near-term pressures while continuing to respond effectively to regulatory demands. Looking ahead, the organization will focus on continuing its long-term financial sustainability plan that supports responsible investment, aligns operating resources with regulatory activity levels, and ensures the RHRA fulfills its resident-protection mandate. This foundation will enable the RHRA to maintain financial stability while upholding its commitment to efficient, fiscally responsible operations.

Revenue

The RHRA communicated the Fiscal Year 2026/27 fee schedule to all licensees in October 2025. The annual fee increased by $0.25 per suite per month to account for inflation, effective April 1, 2026. The annual fee of $15.23 per suite per month is incorporated into the budget with an assumption of two per cent additional suite growth during the year.

7 Prudent Fiscal Management and Financial Sustainability

The three-year forecast in Statement of Operations assumes an inflationary increase for the annual fee of two per cent for each of Fiscal Year 2027/28 and 2028/29. It should be noted that these forecasts are subject to change as priorities and financial plans are clarified through the strategic planning process, which will affect these years. Application and expedited fee revenue is based on historical averages for the number of applications processed each year. Amortization of Capital Grants represents Government funding received in the past for the information technology project, which is being amortized over the estimated life of the software.

Expense

Total operating expenses for Fiscal Year 2026/27 are 104 per cent of operating revenue, reflecting a 61 per cent decrease in the operating deficit when compared to the prior year's budget. Compensation continues to be the RHRA's largest cost driver, representing approximately 79 per cent of total operating expenses. This is in line with prior years, where staffing costs have formed the majority of RHRA's cost structure.

For Fiscal Year 2026/27, the RHRA has budgeted for 90 full-time equivalents (FTEs), maintaining a stable workforce while factoring in normal levels of turnover. Compared to last year's Business Plan, which assumed a total of 93 staff, the current staffing plan reflects a net reduction, resulting from some organizational restructuring. As part of this restructuring, the RHRA has discontinued the Project Management department, eliminating those centrally allocated roles and reallocating positions into front-line operational functions. This shift strengthens capacity in inspections, complaints, intake, and licensee support — areas where service standard pressures and activity volumes remain unpredictable.

RHRA continuously monitors its efficiency gains among staff relative to volume and continues to show improvements. It is also continuing to leverage technology that reduces and/or eliminates manual processes enabling regulatory staff to focus on their resident protection mandate rather than doing administrative work.

The Emergency Fund is projected to end Fiscal Year 2026/27 with a balance of $964K, reflecting interest earned on the fund and the historical average of Administrative Monetary Penalties collected. The Board will continue to monitor the Fund in accordance with the Emergency Fund Contribution Policy to ensure adequate financial resilience.

The RHRA is presenting the budget approved by its Board in February 2026. Fluctuations are expected in any such forecast as assumptions and operating conditions change over time. A summary of the forecasted statement of operations follows.

7 Prudent Fiscal Management and Financial Sustainability

Statement of Operations
Three-Year Forecast

	2026/27 Budget	2027/28 Projected	2028/29 Projected
	$	**$**	**$**
Operating Revenue			
Annual Fees	**13,725,000**	14,253,000	14,829,000
Application Fees	**801,000**	801,000	801,000
Administrative Fees	**78,000**	81,000	85,000
Amortization of Capital Grants	**278,000**	278,000	23,000
Total Operating Revenue	**14,882,000**	**15,413,000**	**15,738,000**
Operating Expenses			
Salaries, Wages and Benefits	**12,150,000**	12,484,000	12,827,000
Operating	**2,682,000**	2,726,000	2,847,000
Amortization of Capital Assets	**593,000**	687,000	311,000
Total Operating Expenses	**15,425,000**	15,897,000	15,985,000
Operating Surplus/(Deficit)	**(543,000)**	(484,000)	(247,000)
Non-Operating Surplus/(Deficit)	**742,000**	785,000	790,000
Total Surplus/(Deficit)	**199,000**	301,000	543,000
Net Assets, End of Year	**10,157,000**	10,458,000	11,001,000
Reserves			
Unrestricted Reserve	**1,588,000**	1,591,000	1,845,000
Operating Reserve	**7,605,000**	7,837,000	8,059,000
Emergency Fund	**964,000**	1,030,000	1,096,000
Total Net Assets	**10,157,000**	10,458,000	11,000,000
Operating Reserve Balance in Months of Budget Expenditures	**6.0**	6.0	6.0

Retirement Homes
Regulatory Authority

55 York Street, Suite 700
Toronto, Ontario
M5J 1R7

Phone: 416-440-3570
Toll-Free: 1-855-ASK-RHRA (1-855-275-7472)
Email: info@rhra.ca
Fax: 1-855-631-0170