RHRA Retirement Homes Regulatory Authority

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Licensee Engagement Forum

Terms of Reference

Introduction

The Retirement Homes Regulatory Authority (RHRA) is an independent, self-funded, not-for-profit regulator mandated by the Ontario Government (Government) to protect the safety and well-being of seniors living in Ontario's retirement homes under the *Retirement Homes Act, 2010*.

As part of the RHRA's enhanced efforts to engage and collaborate with licensees, this Terms of Reference establishes the Licensee Engagement Forum (LEF) – a conduit for the regulator to receive direct and regular feedback in a flexible, discussion-based manner from those whom the RHRA regulates. Topics raised at the LEF relate to regulatory activities, operational matters and the RHRA's own continuous quality improvement.

Hub-and-Spoke Relationship to Stakeholder Advisory Council



Similar to the existing Resident Network, the LEF will have input into the Stakeholder Advisory Council (SAC) through a SAC liaison. The SAC is RHRA's balanced multi-stakeholder forum, as required by its Memorandum of Understanding with Government.

The SAC liaison ensures that LEF themes, perspectives and input on important issues and initiatives are considered in SAC's discussions and any reports to the Board of Directors. Through the SAC liaison, LEF feedback will help inform and complement existing licensee perspectives on SAC, notably in relation to the knowledge and experience across diverse business models and geography. To facilitate two-way dialogue and transparency, the SAC liaison will also provide the LEF with important perspectives from SAC meetings to help support and inform LEF discussions.

Purpose and Scope

The purpose of the LEF is to enable the RHRA to engage directly with licensees, operators and managers from various roles and types of retirement homes across the province. LEF contributors will have an opportunity to provide input on topics pertaining to the development and implementation of regulatory activities, operational matters and continuous quality improvement. This includes subjects of mutual interest such as legislative requirements, sector guidance, compliance education, resources and support. Additionally, LEF contributors will be able to bring forward issues related to matters within RHRA's authority, including key issues experienced by licensees.

Composition

The LEF will be comprised of eight (8) to twelve (12) licensees, operators and managers who, collectively, reflect various roles and types of retirement homes across the province. Through its contributors, the LEF will aim to capture a majority of the characteristics listed below. Contributors may meet more than one characteristic.

- Large Multi-home Operator (>ten [10] homes)
- Small Multi-home Operator (≤ten [10] homes)
- Urban Home (independent home in an urban area)
- Rural Home (independent home in a rural area)
- Home with a Dementia Care Program
- Home with twenty-five (25) or fewer suites
- Not-for-profit home
- Home that is not a member of an association
- Home that identifies as having English as a Second Language (ESL) or is culturally focused

Up to four (4) contributors but not exceeding one third (⅓) of the composition may be recommended to the RHRA by the Ontario Retirement Communities Association (ORCA) for appointment to the LEF.

The composition will include a 'SAC Liaison'. This person will be a current licensee member of the SAC.

Definitions:

- A 'licensee' is a person licensed under the *Retirement Homes Act, 2010* to operate a retirement home.
- An 'operator' is a person who owns or controls the business of operating a retirement home.
- A 'manager' is someone other than a licensee or operator who holds a management role in a retirement home and is appointed by a licensee to participate in the LEF.

Selection Process

Interested candidates will complete an expression of interest form. Candidates who meet the selection criteria may be invited to interview with RHRA's Selection Committee.

For the initial LEF slate, contributors will be recommended for appointment by a Selection Committee of RHRA staff and, where possible, involvement from one or more of the current licensee representatives on SAC. Once the initial group has been established, any subsequent appointments will include a LEF member as part of the Selection Committee.

The Selection Committee will make every effort to populate the LEF with a number of different people from a variety of roles, including roles relating to retirement home operations, licensing, care service delivery and corporate functions. The Selection Committee will appoint contributors based on the criteria below:

- Holding a current position of either a licensee, operator, or manager of a licensed retirement home in Ontario.
- Relevant skills, knowledge, and awareness of retirement home operations and challenges.
- Specific experience working in the retirement home sector.
- Geographical location that satisfies a commitment to reflect a provincial perspective/regional diversity.
- Effective communication skills to participate and contribute professionally.
- Experience working in collaborative, discussion-based groups.

The RHRA seeks to capture diverse feedback from the retirement home sector. As such, when looking at the LEF's overall composition, consideration will be given to whether applicants are actively serving on Boards or Committees that already have a role in representing/advocating the interests of the retirement home sector and/or other relevant advisory forums.

Requirements:

Contributors must:

- Agree to and sign a Confidentiality Agreement, which will provide opportunity to facilitate open dialogue relating to matters that are under consideration or at early stages in their development.
- Participate with a commitment to RHRA's mandate, values, goals and objectives.
- Have the time and availability to prepare for and attend LEF meetings.
- Demonstrate respect and consideration for the views and perspectives of other contributors.

Appointment Terms

Contributors: LEF contributors will be appointed for a one (1) or two (2) year term and may be reappointed at the discretion of the RHRA for a maximum of up to four (4) years. Contributor terms will be staggered to ensure the continuity and effective functioning of the LEF.

If a contributor changes roles or location (i.e., moves from one retirement home to another), the contributor must notify the RHRA. A change in roles might impact LEF eligibility.

Stakeholder Advisory Council (SAC) Liaison:

The SAC Liaison will be determined by SAC and will be a licensee currently appointed as a member of the SAC.

Participation: Contributors who resign from the LEF are asked to do so by providing written notice.

Contributors may be removed from the LEF by the RHRA, in consultation with the Selection Committee, for reasons included but not limited to the following:

- poor attendance or engagement in meetings.
- breach of the Confidentiality Agreement or any other relevant policies.

Roles and Responsibilities

RHRA Representative/Lead

The RHRA will assign a staff member who will act as the RHRA Representative and is responsible for:

- Organizing LEF meeting agendas and facilitating administrative processes, including the delivery of pre-read materials, meeting minutes and ensuring accommodation requirements are met.
- Approval and reimbursement of forum travel expenses according to RHRA's policies.

Contributors

The LEF Contributors are responsible for:

- Attending and participating in LEF meetings.
- Providing practical and implementable input to the RHRA.
- Providing insight specific to their experience (i.e., challenges with operating a rural retirement home) to support RHRA's direction in sector guidance, compliance education, resources, support and other regulatory activities.
- Working collaboratively with other contributors for the benefit of the sector and its residents.

Stakeholder Advisory Council (SAC) Liaison

The SAC Liaison is responsible for:

- Attending and participating in LEF meetings.
- Bringing LEF themes, perspectives and input on important issues and initiatives to SAC's discussions and reports to the Board of Directors.
- Facilitating two-way dialogue and transparency by providing the LEF with important perspectives from SAC meetings to help support and inform LEF discussions.
- Answering any SAC questions that relate to LEF meeting minutes.

Meeting Structure and Procedure

- Meetings of the LEF will be held quarterly or more frequently as determined by the RHRA.
- An RHRA Representative will Chair LEF meetings.
- Meetings will be predominantly discussion-based with brief presentations where required, to introduce contextual information.
- Meetings will be scheduled in advance and by default held virtually. If contributors request in-person meetings, the request will be considered and decided on by the LEF.
- The agenda and meeting materials will be issued in advance of meetings, as relevant, to assist the LEF discussions.
- Contributors will be expected to have read the pre-read materials prior to meetings.
- Meeting minutes will be recorded and circulated after each meeting by the RHRA.

Remuneration and Expenses

- Contributors of the LEF will be reimbursed for reasonable travel expenses in accordance with RHRA's expense directive for in-person meetings.
- To be reimbursed for travel expenses, contributors must receive approval from the RHRA prior to making travel arrangements and will be required to submit a travel expense claim with detailed receipts.

Other

- The RHRA is committed to evaluating this forum and recommending changes, as appropriate, at least annually for the first two years.
- The Terms of Reference and LEF contributor names will be posted on the RHRA's website.