MANAGEMENT ORDER SUMMARY TO BE MADE AVAILABLE IN HOME

Pursuant to the *Retirement Homes Act, 2010* S.O. 2010, Chapter 11, section 90.

10592293 Canada Corporation
o/a **Hillside Haven Retirement Residence**
54 Ranney Street S,
Campbellford, ON K0L 1L0

MANAGEMENT ORDER NO. 2026-T0553-91-01

Under section 91 of the *Retirement Homes Act, 2010* (the "**Act**"), the Registrar of the Retirement Homes Regulatory Authority ("**Registrar**" and the "**RHRA**", respectively) may serve an order on a licensee ordering it to employ or retain one or more persons acceptable to the RHRA to manage or assist in managing all or some of the operations of the home ("**Management Order**") where the Registrar believes on reasonable grounds that:

1. The licensee has contravened a requirement under the Act; and,

2. The licensee cannot or will not properly manage the operations of the home or cannot do so without assistance.

This Order requires **10592293 Canada Corporation** (the "**Licensee**") to employ or retain a Manager (the "**Manager**"), acceptable to the RHRA and at the Licensee's expense, with the knowledge, skills and judgment necessary to assist the Licensee in managing the operations of Hillside Haven Retirement Residence (the "**Home**").

Based on historical and ongoing non-compliance identified during RHRA inspections, the Registrar has reasonable grounds to believe that the Licensee has contravened requirements under the Act and Regulation and that the Licensee requires assistance to properly manage the operations of the Home.

This Order shall remain in place until such time as the Registrar deems it no longer necessary.

CONTRAVENTION

The Registrar has reasonable grounds to believe that the Licensee contravened the following sections of the Act and Regulation:

55 York Street, Suite 700
Toronto, ON. M5J 1R7

ONTARIO REGULATION 166/11

STAFF TRAINING

14 (1) For the purposes of clause 65 (2) (j) of the Act, every licensee of a retirement home shall ensure that all staff who work in the home receive training in the procedure described in subsection 73 (1) of the Act for a person to complain to the licensee. O. Reg. 166/11.

14 (3) For the purposes of paragraph 5 of subsection 65 (5) of the Act, every licensee of a retirement home shall ensure that every staff member who provides a care service to a resident has received or receives training in,
(a) ways to encourage mental stimulation in residents, ways to provide mental stimulation to residents and the positive effects of encouraging and providing such mental stimulation; and
(b) each care service offered in the home so that the staff member is able to understand the general nature of each of those services, the standards applicable under the Act to each of those services and the aspects of each of those services that may be relevant to the staff member's own duties in the home. O. Reg. 166/11.

HAZARDOUS SUBSTANCES

21 (2) Every licensee of a retirement home shall ensure that all hazardous substances used by staff of the home or under their control are labelled properly and are kept inaccessible to residents at all times. O. Reg. 166/11.

BEHAVIOUR MANAGEMENT

23 (1) Every licensee of a retirement home shall develop and implement a written behaviour management strategy that includes,
(a) techniques to prevent and address resident behaviours that pose a risk to the resident or others in the home;
(b) strategies for interventions to prevent and address resident behaviours that pose a risk to the resident or others in the home;
(c) strategies for monitoring residents that have demonstrated behaviours that pose a risk to the resident or others in the home. O. Reg. 166/11.

INFECTION PREVENTION AND CONTROL PROGRAM

27 (9) The licensee shall ensure that each staff member who works in the retirement home receives training on how to reduce the incidence of infectious disease transmission, including,
(a) the need for and method of maintaining proper hand hygiene and method of preventing cross contamination, including proper handling of soiled linens, the protection of uniforms, and the separation of clean and dirty items; and
(b) the need for and process of reporting, providing surveillance of and documenting incidents of infectious illness. O. Reg. 166/11.

ADMINISTRATION OF DRUGS OR OTHER SUBSTANCES

29 If one of the care services that the licensee or the staff of a retirement home provide to a resident of the home is the administration of a drug or other substance, the licensee shall ensure that,
(b) no drug is administered by the licensee or the staff to the resident in the home except in accordance with the directions for use specified by the person who prescribed the drug for the resident;
(c) neither the licensee nor a staff member administers a drug to a resident in the home unless the licensee or the staff member has received training in the procedures applicable to the administration of the drug;

(d) a member of a College, as defined in the Regulated Health Professions Act, 1991, or an exempted out of province health professional supervises the administration of the drug or other substance to the resident in the home;
(e) if the licensee or a staff member is involved in the administration of the drug or other substance at the home, that the licensee or staff member is trained in,
(i) ways of reducing the incidence of infectious disease, including maintaining proper hand hygiene,
(ii) the safe disposal of syringes and other sharps, and
(iii) recognizing an adverse drug reaction and taking appropriate action; and
(f) no drug is administered by a volunteer. O. Reg. 166/11**.**

RECORDS
32 If the licensee or a member of the staff of a retirement home administers a drug or other substance to a resident, the licensee shall ensure that,
(a) the person who administered the drug or other substance prepares a written record noting the name and amount of the drug or other substance, the route of its administration and the time and date on which it was administered. O. Reg. 166/11.

PROVISION OF MEALS
40 Every licensee of a retirement home shall ensure that,
(g) the resident is informed of his or her daily and weekly menu options. O. Reg. 166/11.

FULL ASSESSMENT OF CARE NEEDS
44 (3) If a licensee or a staff member of a retirement home has reason to believe that a resident's care needs may include dementia care, skin and wound care, or the use of a personal assistance services device, the licensee shall ensure that the full assessment is,
(a) conducted by a member of a College, as defined in the Regulated Health Professions Act, 1991, or by an exempted out of province health professional. O. Reg. 166/11.

DEVELOPMENT OF PLAN OF CARE
47 (5) If an assessment of a resident indicates that the resident's care needs may include dementia care, skin and wound care or the use of a personal assistance services device, the licensee shall ensure that an interdisciplinary care conference is held as part of the development of the resident's plan of care and that the resident's plan of care takes into account the results of the care conference. O. Reg. 166/11.

RETIREMENT HOMES ACT, 2010

AGREEMENT REQUIRED
53 (1) The licensee of a retirement home shall enter into a written agreement with every resident of the home before the resident commences residency in the home. 2010, c. 11, s. 53 (1).

INFORMATION FOR RESIDENTS
54 (1) Every licensee of a retirement home shall ensure that,
(a) a package of information that complies with this section is given to every resident of the home and to the substitute decision-maker of the resident, if any, before the resident commences his or her residency. 2010, c. 11, s. 54 (1).

CONTENTS OF PLAN

62 (4) The licensee of a retirement home shall ensure that there is a written plan of care for each resident of the home that sets out,

(b) the planned care services for the resident that the licensee will provide, including,

(iii) clear directions to the licensee's staff who provide direct care to the resident; 2010, c. 11, s. 62 (4).

ASSESSMENT OF RESIDENT

62 (6) The licensee shall ensure that the plan of care is based on an assessment of the resident and the needs and preferences of the resident. 2010, c. 11, s. 62 (6).

REASSESSMENT AND REVISION

62 (12) The licensee shall ensure that the resident is reassessed and the plan of care reviewed and revised at least every six months and at any other time if, in the opinion of the licensee or the resident;

(b) the resident's care needs change or the care services set out in the plan are no longer necessary; or

TRAINING

65 (2) Every licensee of a retirement home shall ensure that no staff work in the home unless they have received training in,

(a) the Residents' Bill of Rights;

(b) the licensee's policy mentioned in subsection 67 (4) to promote zero tolerance of abuse and neglect of residents;

(c) the protection afforded for whistle-blowing described in section 115;

(d) the licensee's policy mentioned in subsection 68 (3) regarding the use of personal assistance services devices for residents;

(e) injury prevention;

(f) fire prevention and safety;

(g) the licensee's emergency evacuation plan for the home mentioned in subsection 60 (3);

(h) the emergency plan and the infection prevention and control program of the licensee for the home mentioned in subsection 60 (4); 2010, c. 11, s. 65 (2).

PROTECTION AGAINST ABUSE AND NEGLECT

67 (1) Every licensee of a retirement home shall protect residents of the home from abuse by anyone. 2010, c. 11, s. 67 (1).

POLICY TO PROMOTE ZERO TOLERANCE

67 (4) Without in any way restricting the generality of the duties described in subsections (1) and (2), the licensee shall ensure that there is a written policy to promote zero tolerance of abuse and neglect of residents and shall ensure that the policy is complied with. 2010, c. 11, s. 67 (4).

LICENSEE'S DUTY TO RESPOND TO INCIDENTS OF WRONGDOINGS

74 Every licensee of a retirement home shall ensure that,

(a) every alleged, suspected or witnessed incident of the following of which the licensee knows or that is reported to the licensee is immediately investigated:

(i) abuse of a resident of the home by anyone, 2010, c. 11, s. 74 (a) (i).

REPORTING CERTAIN MATTERS TO REGISTRAR

75 (1) A person who has reasonable grounds to suspect that any of the following has occurred or may occur shall immediately report the suspicion and the information upon which it is based to the Registrar:
2. Abuse of a resident by anyone or neglect of a resident by the licensee or the staff of the retirement home of the resident if it results in harm or a risk of harm to the resident. 2010, c. 11, s. 75 (1).

BRIEF SUMMARY OF FACTS

The above-noted contraventions were identified over the course of three inspections conducted by the RHRA on May 5, 2026, September 8, 2026, and September 15, 2026, related to ongoing concerns about the Licensee's operation of the Home that have persisted over the course of several months.

The inspections found that the Licensee was non-compliant in areas related to medication administration, the assessment and reassessment of residents, abuse prevention and response, and providing proper care to residents. Having been issued other enforcement orders in the past and given the history of the Licensee's repeat non-compliance and demonstrated inability to achieve and maintain compliance, the Registrar has reasonable grounds to believe that the Licensee cannot or will not properly manage the operations of the Home without RHRA approved management.

REQUIRED ACTION

Pursuant to section 91 of the Act, the Registrar orders the Licensee to comply with the following:

1. The Licensee shall employ or retain a Manager (the "**Manager**"), acceptable to the RHRA and at the Licensee's expense, with the knowledge, skills, and judgment to assist the Licensee with coming into and maintaining compliance with the Act and Regulation.

2. The Licensee shall facilitate and assist the Manager in managing the Home, including providing the Manager with the resources deemed by the Manager to be necessary to complete their tasks, and shall not interfere with the Manager in any way.

3. The Licensee shall defer to the Manager on all matters relating to the operation and staffing of the Home and shall comply with all directions issued by the Manager, including with respect to residents' plans of care and reassessments, behaviour management strategies, care services, staff training, and the supervision of the administration of drugs or other substances by a member of a College, as defined in the *RHPA,* or an exempted out-of-province health professional.

4. The Licensee shall immediately upon employing the Manager:

    a. Provide access to the Home or any part of the Home to the Manager;
    b. Provide and/or permit access to all documents and/or things deemed relevant by the Manager, including, but not limited to, plans of care, policies and procedures, training manuals, and budgetary documents;

c. Implement all directions in accordance with timelines provided by the Manager;
d. Instruct staff to cooperate with the Manager and to follow all directions provided by the Manager; and
e. Provide all communications issued to the Licensee by the RHRA directly to the Manager.

5. The Licensee shall immediately notify the RHRA if there are any changes to the employment status of the Manager.

6. The Manager shall be physically present within the Home not less than 15 hours a week, and available to consult remotely as needed.

7. The Manager shall, within a timeframe acceptable to the RHRA Compliance Monitor, conduct a review of the Licensee's processes and develop a plan (the "**plan**") to assist the Licensee in coming into and maintaining compliance with the Act and Regulation.

    a. The Manager shall submit reports (the "**reports**") monthly in accordance with the plan to the RHRA Compliance Monitor, demonstrating how compliance with the Act and Regulation is being maintained.
    b. The reports must also include information confirming the amount of time the Manager has spent within the Home each week.

Issued on NOVEMBER 13, 2026