Bay Haven Care Community

Accessibility Multi Year Plan 2025 - 2030

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Multi-Year Accessibility Plan

2025–2030 | Retirement Home & Long-Term Care Home

1 Executive Summary and Commitment

Bay Haven Care Community is committed to providing services and employment in a manner that respects the dignity, independence, integration and equal opportunity of people with disabilities. Our retirement home and long-term care home share one facility with separate entrances. Accessibility is considered in resident care, visitor services, workplace practices, communication and facility maintenance.

This plan describes existing measures, priorities for improvement, and a process to identify and address barriers. It supports Bay Haven's Accessibility Policy, which is being updated separately. Descriptions of existing practices are based on operational information provided; formal compliance verification remains an action under this plan.

2 Alignment with Bay Haven's Mission, Vision and Values

Accessibility is integral to Bay Haven Care Community's approach to resident-centred care and to the decisions that guide our services, employment practices, physical environment and continuous improvement. This Multi-Year Accessibility Plan supports our organizational mission, vision and values by identifying barriers, setting practical priorities and assigning responsibility for action.

Our Mission

To enhance the lives of individuals in our community by providing person-centered, high-quality retirement living and long-term care.

Our Vision

To promote excellence by respecting the residents' right to personalized high-quality care.

Our Values in Action

Respect: We seek to uphold residents' rights, diversity, fairness, inclusion and equity by listening to accessibility concerns and supporting individualized approaches to care and service.

Quality: We consider accessibility in the safety, comfort and usability of our environment, in communication and in the ongoing evaluation of services.

Staff: We support an inclusive workplace through accessibility awareness, accessible recruitment and accommodation processes, and opportunities for learning and improvement.

Community: We work with residents, families, staff and community partners to recognize changing accessibility needs and identify practical ways to improve participation and access.

These commitments guide the objectives and action items in this plan. Accessibility considerations will be incorporated, where relevant, into operational planning, policy reviews, facility improvements and service decisions, with progress monitored through the accessibility action tracker.

3 Purpose and Legislative Framework

The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and Integrated Accessibility Standards Regulation (O. Reg. 191/11) establish accessibility requirements. Bay Haven, with approximately 100 employees, is treated as a large

private-sector organization for applicable IASR obligations. The Ontario Human Rights Code also governs accommodation and non-discrimination.

The plan addresses customer service, information and communication, employment, accessible public spaces where applicable, and related emergency preparedness. Requirements apply specifically to designated public-sector organizations are not assumed to apply to Bay Haven.

4 How Barriers are Identified and Prioritized

Accessibility barriers may be physical or architectural, informational, communication-related, technological, organizational or attitudinal. Concerns may arise through resident and family feedback, employee accommodation requests, management observations, facility inspections, website reviews, and incident or emergency preparedness reviews.

Management will assess identified barriers with regard to immediate safety and legal obligations, impact on people, available accommodations, practicality, and opportunities to coordinate improvements with planned maintenance or redevelopment. Immediate legal obligations will not be postponed to future plan milestones.

5 Achievements in Removing and Preventing Accessibility Barriers

Bay Haven has taken practical steps to support access to its buildings, services, information and employment. The examples below summarize existing features and practices identified during preparation of this plan. They provide a starting point for further improvements and will be reviewed as part of ongoing accessibility planning.

Building Access and the Physical Environment

- Ramped access is available at the principal entrances and additional access points. Wide hallways and doorways, handrails, and automatic door opening or holding mechanisms support mobility throughout the home.
- Accessible public washrooms are available on both sides of the building, with features including handrails and emergency call buttons.
- In 2026, a new paved ramp was installed to connect the facility to the public sidewalk, improving the exterior route for residents, visitors and others using mobility aids.

Accessible Information and Communication

- Bay Haven provides information in alternative formats, including large print and electronic copies, and offers verbal assistance upon request. These options help individuals access information in ways that meet their needs.

Employee Training and Workplace Accommodation

- New employees' complete accessibility and customer service training and Ontario Human Rights Code training during onboarding. This provides a foundation for respectful and inclusive service delivery.
- Existing employment practices include consideration of workplace accommodations, modified duties, Functional Abilities Forms and return-to-work planning where appropriate.

Resident-Centered Care and Participation

- Individualized resident care and support practices take account of differing mobility, communication and cognitive needs.
- Recreation programming can be adapted to help residents with different abilities participate in activities and community life.

Emergency Preparedness

- Emergency planning considers the needs of individuals who may require assistance. Monthly fire drills and periodic mock evacuation exercises support staff preparedness and identify opportunities for improvement.

These achievements do not mean that all accessibility barriers have been eliminated. Bay Haven will continue to identify areas for improvement, document new accomplishments and update this section during future reviews.

Bay Haven Website

- Bay Haven has recently completed improvements to its public website, with a focus on enhancing accessibility and providing a more inclusive online experience. These improvements included reviewing and addressing website navigation, keyboard accessibility, alternative text for images, colour contrast, form labels, document accessibility, and compatibility with assistive technologies. The updated website was developed with consideration for applicable WCAG 2.0 Level AA accessibility requirements. Bay Haven remains committed to ongoing monitoring and improvements to maintain accessibility as website content and functionality evolve.

5.1 Types of Accessibility Barriers

Accessibility barriers are not limited to stairs or physical obstacles. Bay Haven will consider barriers that may affect a person's ability to access care, services, employment, information, programs or facilities.

- Physical and architectural barriers: inaccessible routes, difficult-to-operate doors, inadequate lighting, blocked pathways or unsuitable furniture and equipment.
- Information and communication barriers: small-print materials, unclear signage, inaccessible forms, communication methods that do not account for hearing, vision or cognitive needs.
- Technological barriers: website features, electronic documents or digital systems that cannot be used with assistive technology or keyboard navigation.
- Attitudinal barriers: assumptions about an individual's abilities, failure to speak directly to a person with a disability or practices that reduce dignity and independence.
- Organizational and procedural barriers: rules, routines, hiring practices or service processes that unintentionally prevent equal participation.

5.2 Sources of Feedback and Barrier Identification

Potential barriers may be identified through resident and family concerns, employee and manager observations, accommodation requests, maintenance inspections, recreation programming reviews, emergency exercises, website assessments and other established feedback channels. Human Resources and Administration will coordinate follow-up with the appropriate department.

5.3 Prioritizing and Resolving Barriers

When a barrier is identified, Bay Haven will consider the nature and urgency of the concern, the safety risk, applicable legal requirements, the number of people affected, available interim accommodations, and the resources or renovations needed for a lasting solution. Immediate safety concerns and applicable legal obligations will be addressed promptly rather than deferred to a future planning cycle.

Actions may include changes to procedures, accessible communication supports, staff education, repairs, equipment adjustments or planned capital improvements. Progress and outcomes will be documented in the internal accessibility action tracker.

6 Additional Accessibility Commitments

6.1 Accessible Customer Service

Bay Haven aims to provide services in ways that respect dignity, independence, integration and equal opportunity. Individual needs will be considered when assisting residents, families and visitors. Staff will respond respectfully to requests involving assistive devices, service animals and support persons, subject to applicable legal, health and safety requirements and any restrictions that must be accommodated through an alternative arrangement.

Planned action: Review customer service procedures to confirm that guidance on assistive devices, service animals, support persons and respectful communication is current, clear and communicated to relevant employees.

6.2 Temporary Disruptions to Accessible Facilities or Services

When an accessible entrance, washroom, door mechanism, pathway or other accessibility-related service is temporarily unavailable, Bay Haven will work to minimize the disruption and identify an appropriate alternative where feasible. Notices should explain the nature of the disruption, anticipated duration where known, and alternative arrangements. Existing notification practices will be reviewed and documented as necessary.

6.3 Accessible Information, Feedback and Digital Services

Bay Haven provides large-print documents, electronic copies and verbal assistance upon request. The organization will continue consulting with individuals about suitable communication support and will review commonly used forms, public information and signage for clarity and accessibility.

Bay Haven will also review how accessibility feedback is received, acknowledged, referred to the department responsible and followed up, including whether the feedback process itself is accessible.

6.4 Accessible Employment Throughout the Employee Lifecycle

Accessibility considerations extend from recruitment through onboarding, training, ongoing employment and return to work. Bay Haven will review whether job postings, interview invitations and employment offers appropriately communicate the availability of accommodations, and whether new and existing employees receive information about available supports.

Existing modified-duty and return-to-work practices, including Functional Abilities Forms, will continue to support individualized planning. Human Resources will review documented individual accommodation plan procedures, confidential handling of medical information, accessible workplace communications, individualized emergency response information where required, and consideration of accommodation needs in performance management, advancement and redeployment.

6.5 Accessible Spaces, Maintenance and Future Improvements

Bay Haven will consider accessibility when planning facility repairs, renovations, equipment purchases and changes to public-facing areas. Particular attention will be given to exterior routes, entrances, accessible washrooms, door mechanisms, common areas, signage and maintaining clear circulation paths. Requirements applicable to newly constructed or redeveloped public spaces will be considered when relevant.

The paved sidewalk-connection ramp completed in 2026 is an example of a practical improvement to exterior access. Future improvements will be prioritized according to safety, accessibility needs, feasibility and available resources.

6.6 Resident Participation and Inclusive Programming

Accessibility is an ongoing part of resident-centred care and service delivery. Care and service plans take account of mobility, communication, cognitive and other individual needs. Recreation staff adapt group and individual activities to support meaningful participation, and programs will be periodically reviewed for barriers that could limit inclusion.

6.7 Emergency Preparedness and Individualized Assistance

Emergency planning recognizes that some residents, employees and visitors may require assistance with mobility, transfers, communication or evacuation. Monthly fire drills and periodic mock evacuation exercises provide opportunities to practise staff roles, assess practical barriers and improve procedures. Individualized employee emergency response arrangements will be reviewed where applicable, with appropriate privacy protections.

6.8 Governance and Continuous Improvement

Senior Management retains oversight of the plan, supported by Human Resources and departmental leadership. Bay Haven will periodically review the action tracker, assess recurring concerns, assign follow-up responsibilities and incorporate accessibility into operational and facility planning. The plan will be reviewed at least once every five years and updated earlier where warranted.

7 Accessibility Work Plan, 2025–2030

The person responsible column identifies the accountable role or department, rather than a named employee. Management may designate individual leads and refine target dates in the internal action tracker. Additional actions below are proposed for implementation and are not statements of completed compliance.

Status terms: Established = existing practice reported; In progress = current improvement underway; Verify = documentation or compliance needs confirmation; Ongoing = recurring operational responsibility. Timeframes for review are proposed with internal milestones, not deferred legislative deadlines.

7.1 Governance and Accountability

Focus / requirement	Bay Haven action or measure	Status / timeframe	Person responsible
Accessibility policy and plan	Coordinate publication of the separately updated Accessibility Policy; maintain and publish this multi-year plan in an accessible format.	Created 2012, last updated 3/26 Currently being revised 10/26	Administration / HR
Legislative compliance	Verify AODA documentation and applicable reporting, including the 2026 reporting cycle.	Due December 31, 2026	Administration / HR
Ownership and review	Administration and HR review barriers, actions and responsibilities; record decisions and progress.	Reviewed on a Case-by-Case basis as needed.	Senior Management / HR
Accessible service procedures	Review procedures for service animals, supporting people, assistive devices and alternative service arrangements.	Ongoing Review: Will be reviewed on a case-by-case basis, as needed	Administration / HR
Barrier register	Maintain a log of identified barriers, corrective actions, owners and follow-up outcomes.	Complete: Have a general maintenance log in place, all barriers are identified there, along with corrective actions	HR / Administration
Public plan review	Confirm the plan and accessibility policy are available publicly and in accessible formats on request.	2026-27; review annually	Administration / Website Administrator

7.2 Training and Awareness

Focus / requirement	Bay Haven action or measure	Status / timeframe	Person responsible
New-hire training	Continuing accessibility, customer service and Human Rights Code training for all new employees.	Established and ongoing. Mandatory training is delivered through Surge Learning and must be completed before employees begin their on-the-floor duties.	HR
Training evidence	Verify training dates, content, completion records and coverage of other people requiring training.	Complete: Training records and	HR/Department Heads

		supporting documents are maintained electronically through Surge Learning – Review Modules planned Q1 2027	
Policy changes	Provide additional training when relevant accessibility policies change.	Complete: When accessibility policy is revised or updated, the current version is uploaded to Surge Learning, and assigned to all employees for review and acknowledgment.	HR / Department Heads
Role-specific awareness	Identify positions requiring role-specific accessibility guidance, including reception, recreation and supervisors.	Assessment Planned Q3 2027	HR / Department Heads
Training follow-up	Check onboarding completion and follow up on outstanding accessibility training before independent work.	Completed on an ongoing basis as part of the onboarding process for all new employees.	HR
Learning from feedback	Use accessibility concerns or service incidents to identify targeted education needs.	Reviewed yearly – Needs assessment survey conducted every November	HR / Department Heads

7.3 Information and Communication

Focus / requirement	Bay Haven action or measure	Status / timeframe	Person responsible
Accessible formats	Continue large-print, electronic and verbal support on request; consult with the person about suitability.	Established; Provided on an as-needed basis, upon request	Administration / HR
Website accessibility	Include WCAG 2.0 Level AA checks in the current website redevelopment; test and remediate applicable issues.	Currently underway. To be completed by end of Q4	Website Administrator / Administration
Documents and feedback	Review common forms, accessible feedback routes, and public notice of available communication supports.	2026–27 review	Administration / HR
Document accessibility	Review frequently used public forms, PDFs and notices for readable structure, accessible formats and plain language.	Currently underway: The most frequently used forms have been updated to improve accessibility. Remaining forms are being reviewed and updated on an	Administration / HR / Website Administrator

		ongoing, as needed basis	
Website review record	Document website accessibility testing, identified issues, corrections and subsequent rechecks.	Currently underway: to be completed by end of Q4	Website Administrator
Service disruption notices	Establish a clear process for advising visitors of disruptions to accessible entrances, washrooms or services and alternatives.	Completed see Accessibility Policy	Administration / Maintenance

7.4 Employment Accessibility

Focus / requirement	Bay Haven action or measure	Status / timeframe	Person responsible
Recruitment	Verify that postings, interviews and offers communicate accommodation availability at the required stages.	Completed: All job posting and employment offer letters have been updated to include accessibility and accommodation information, ensuring applicants and prospective employees are informed of available supports	HR
Accommodation and return to work	Continue individualized accommodation, modified duties, FAF and return-to-work practices; verify documented procedures.	Completed: Following a comprehensive review, a formal Return-to-Work procedure has been established and implemented	HR / Department Heads
Employment lifecycle	Consider accessibility in performance management, career development, redeployment and employee communications.	Ongoing: Accessibility and individual accommodation needs are consistently considered in all performance management, career development and other employment-related processes. Formal policy to be completed Q1 2027	HR / Department Heads
Accommodation process	Confirm a documented process for individual accommodation plans, including consultation, review and confidentiality.	Completed: See Return-to-Work Program and Individual Accommodation	HR

Emergency information for staff	Review individualized workplace emergency response information for employees requiring assistance.	2027; as needs change	HR / Department Heads

7.5 Physical Accessibility

Focus / requirement	Bay Haven action or measure	Status / timeframe	Person responsible
Existing accessible features	Maintain ramps, automatic doors, handrails, public washroom call buttons, clear routes and accessible common areas.	Established; ongoing	Maintenance / Administration
2026 sidewalk improvement	Record the completed installation and paving of the new sidewalk-connecting ramp.	Ongoing: Repaving completed Fall 2026, Ramps and pathways to undergo gravel bonding DATE	Maintenance
Barrier inspection and works	Document a facility accessibility assessment; prioritize repairs and apply relevant standards to new or redeveloped public spaces.	Ongoing: In process of changing step in tubs to walk in showers in RH to improve accessibility. Assessment ongoing.	Maintenance / Administration
Accessibility walkthrough	Conduct and document a walkthrough of entrances, exterior paths, signage, door hardware and common spaces.	Completed: Daily walk throughs are conducted by Maintenance and/or Administrator, barriers are identified and rectified quickly.	Maintenance / Administration
Service disruption response	Develop a method to communicate temporary loss of accessible features and available alternate routes.	Completed: Yearly review. See Accessibility Policy	Maintenance / Administration
Renovation review	Include an accessibility check in planning for renovations, public-space changes and relevant equipment purchases.	Planned Implementation 2027	Administration / Maintenance

7.6 Resident and Visitor Accessibility

Focus / requirement	Bay Haven action or measure	Status / timeframe	Person responsible
Individual needs	Continue resident-centred care planning and assistance with communication, mobility and participation.	Established; Annual resident care conferences are conducted to assess and review individual care needs, with additional audits completed periodically or as required to ensure care plans remain appropriate and responsive to	Nursing / RH Management

		residents' changing needs.	
Inclusive activities	Continue adapting recreation and social programs to residents' abilities and preferences.	Established; ongoing	Recreation
Feedback and adjustments	Invite and respond to resident, family and visitor accessibility concerns.	Completed: FYI Meetings, and Resident Council Meetings are held monthly to get resident input.	Nursing / RH Management / Recreation
Program participation review	Periodically seek resident input about barriers to attending recreation and social activities.	Planned Implementation 2028	Recreation / Nursing / RH Management
Visitor communication	Review signage and visitor information for clarity and accessible formats.	Ongoing. Front Entrance Revamp to improve visitor information to be completed by Q1 2027	Administration / RH Management
Follow-up on concerns	Record accessibility concerns raised by residents and families and refer them to the appropriate department.	Completed, ongoing: Administrator or delegate reviews each concern raised by families and residents.	Nursing / RH Management / Administration

7.7 Emergency Preparedness

Focus / requirement	Bay Haven action or measure	Status / timeframe	Person responsible
Individual assistance	Maintain accessible emergency and evacuation procedures for residents and individualized employee arrangements where required.	Established; verify 2027	Administration / Nursing
Practice and evaluation	Continue monthly fire drills and periodic mock evacuations; confirm mock evacuation frequency against the fire safety plan.	Ongoing; frequency to verify	Administration / Nursing / Maintenance
Change management	Review emergency assistance needs when functional abilities, facilities or procedures change.	Completed/Ongoing: as resident needs change, or new residents enter the home, assistance needs are assessed and communicated clearly.	Nursing / HR / Administration
Drill debriefs	Document accessibility barriers identified during drills and assign corrective actions.	Established and ongoing: All fire drills and mock evacuations are followed by a debriefing to identify any deficiencies or areas for improvement. Identified concerns are documented, and	Administration / Nursing / Maintenance

		corrective actions are assigned and scheduled for completion	
Visitor assistance	Review how staff identify and assist visitors needing support during an emergency.	Review Scheduled Q 1: 2027	Administration / Nursing
Emergency procedure review	Review evacuation procedures after significant building changes and relevant changes in resident or staff needs.	Completed/Ongoing: Reviews occur on an as needed basis when resident or staff needs change	Administration / Nursing / Maintenance

8 Implementation, Monitoring and Reporting

Senior Management oversees this plan. Human Resources coordinates training and employment accessibility; Maintenance monitors built features; Nursing, Retirement Home Management and Recreation support resident access; website administration supports digital accessibility. Department leads to report material concerns and completed improvements to Administration.

Bay Haven will maintain an internal action tracker identifying each task, person responsible or department, due date, status, evidence and completion date. Progress will be reviewed internally at least annually as an organizational practice. Public annual status reporting obligations applicable to designated public-sector organizations are not represented here as a private-sector requirement.

9 Feedback and Public Access

Residents, families, employees, visitors and members of the public may raise accessibility concerns through Bay Haven's established communication and management channels. Bay Haven will consult with individuals requesting accessible formats or communication supports and respond in a timely manner. The approved plan will be posted on Bay Haven's website and supplied in an accessible format upon request.

10 Review and Approval

The plan will be reviewed and updated at least once every five years, and sooner if legislation, operations or accessibility needs change. The five-year review date will be calculated from the final approval date. Proposed internal actions do not replace current legal duties.

Approved by: Scott Strawhall Date: 01/15/2025

Reference Documents and Applicable Legislation

The following legislation, standards and internal documents support the development, implementation and ongoing review of Bay Haven Care Community's Multi-Year Accessibility Plan:

- Accessibility for Ontarians with Disabilities Act, 2005 (AODA)
- Ontario Regulation 191/11 – Integrated Accessibility Standards Regulation (IASR)
- Ontario Human Rights Code
- Ontario Building Code – Barrier-Free Design Requirements
- Bay Haven Accessibility Policy and Multi-Year Accessibility Plan (2026–2031)
- Bay Haven Return-to-Work Program and Individual Accommodation Procedures
- Bay Haven Temporary Accessibility Disruptions Procedure

- Bay Haven Fire Safety Plan and Emergency Evacuation Procedures
- Bay Haven Surge Learning Training Records

These references will be reviewed and updated as necessary to reflect legislative changes, revised organizational policies and ongoing accessibility improvements.