
2019 Department Overview

Golden Plough Lodge Long Term Care Home

Service Description

The Golden Plough Lodge is our municipally owned and operated long term care home. First established in the 1850's as a County House of Refuge, the Golden Plough Lodge has a long established history of caring for others.

Today, the Golden Plough Lodge serves others whose needs cannot be met in the community, requiring personal care and nursing expertise. The Golden Plough Lodge is first and foremost home to 151 residents, cared for and supported by 205 dedicated staff members providing Nursing, Dietary Services, Life Enrichment, Environmental Services and Administration support.

As an operating division of the Corporation of the County of Northumberland, the following core values are embedded in all facets of the Golden Plough Lodge operations:

- Care & Support
- Collaboration & Communication
- Honesty & Integrity
- Innovation & Excellence
- Mutual Trust and Respect
- Accountability

Golden Plough Lodge Mission

We are committed to supporting the individual in maintaining a life with purpose, choice, dignity and respect.

Golden Plough Lodge Vision

We strive to establish close, continuous and meaningful relationships among our residents, families, staff and members of the community.



Golden Plough Lodge Values

- Accountability
- Ethical Behaviour
- Professional Integrity
- Compassion & Companionship
- Mutual Trust and Confidence

Resident Focused Philosophy of Care

In 2010, the Golden Plough Lodge adopted the Eden Philosophy of Care as the philosophy and framework for our resident focused model of care.

Founded in 1991, the Eden Alternative is based upon the creation of a resident centred community through;

- Development of close, loving relationships,
- Regular and meaningful contact with plants, animals and children,
- Placement of maximum possible decision making authority with our residents, and
- Recognition of medical care as “the servant of genuine human caring, never its master”.

Mandatory Programs

The Corporation of the County of Northumberland is legislatively required to establish and maintain a long term care home. As such, the Golden Plough Lodge is governed by the provincial *Long Term Care Homes Act, 2007* (LTCHA) and approved by the Ministry of Health and Long Term Care (MOHLTC) to provide care for 151 residents. Resident care is comprised of three broad components:

Accommodation

- Lodging
- Provision of meals and snacks
- Environmental services; laundry, housekeeping and building maintenance
- Administration



Hospitality Services

- General Recreation
- Activation Programs
- Spiritual Programs
- Social Programming

Health Services

- Clinical Nursing Care
- Personal Care; assistance with activities of daily living
- Case Management; assessment care planning, scheduling, conferencing and documentation
- Intermittent Health Professionals’ Services; therapeutic, social work and pharmaceutical
- Physician Services

The Golden Plough Lodge employs 205 full and part time, unionized and non-unionized employees. Unionized employees are represented through collective agreements with the Canadian Union of Public Employees (Local 1748) and the Ontario Nurses’ Association.

Environmental Scan

Population & Demographics

As per the trend across Canada, birth and death rates in Northumberland County have declined. In the latest released census data of 2016, Northumberland County residents aged 65 years and over made up 26 % of the population; 2,700 of those residents were 85 aged years and over. Northumberland County women aged 65 years and over outnumbered their male counterparts; this trend is reflected in the current Golden Plough Lodge resident population.

	0-60 Years	61-70 Years	71-80 Years	81-90 Years	91-100 Years	>100 Years	Total Residents
Male	3	4	10	25	8	0	50
Female	9	10	14	40	26	2	101
Total	12	14	24	65	34	2	151
% Pop	8	9	16	43	23	1	100 %



The Golden Plough Lodge continues to recognize and experience marked increases in the complexity and intensity of residents' clinical, mental health and physical care needs. This trend is expected to continue into the foreseeable future as seniors are more often aging at home and enter long term care only when chronic conditions can no longer be managed and/or health crises occur.

Funding

The Golden Plough Lodge is funded through three distinct revenue sources; the Ministry of Health and Long Term Care (MOHLTC)/ Local Health Integration Network (LHIN), Resident Accommodation Fees and a Northumberland County levy contribution.

MOHLTC/LHIN Funding

Funding Envelopes	Resident per diem funding as at July 01, 2018	Service Envelope Description
Nursing & Personal Care	\$ 100.91	Resident nursing and care requirements based upon assessed individual needs and adjusted to reflect the Resident Case Mix (CMI).
Program & Support Services	\$ 9.79	Resident restorative and social programs inclusive of registered dietitian services.
Raw Food	\$ 9.54	Resident meals and snacks inclusive of specialized dietary requirements.
Other Accommodation	\$ 56.52	Resident indirect needs: administration, housekeeping, laundry, dietary services and facility maintenance.
Total Resident per diem funding	\$ 176.76	

Resident Accommodation Fees

Resident accommodation fees are determined by the MOHLTC/LHIN; accommodation costs are recovered through resident copayments remitted to the Golden Plough Lodge.

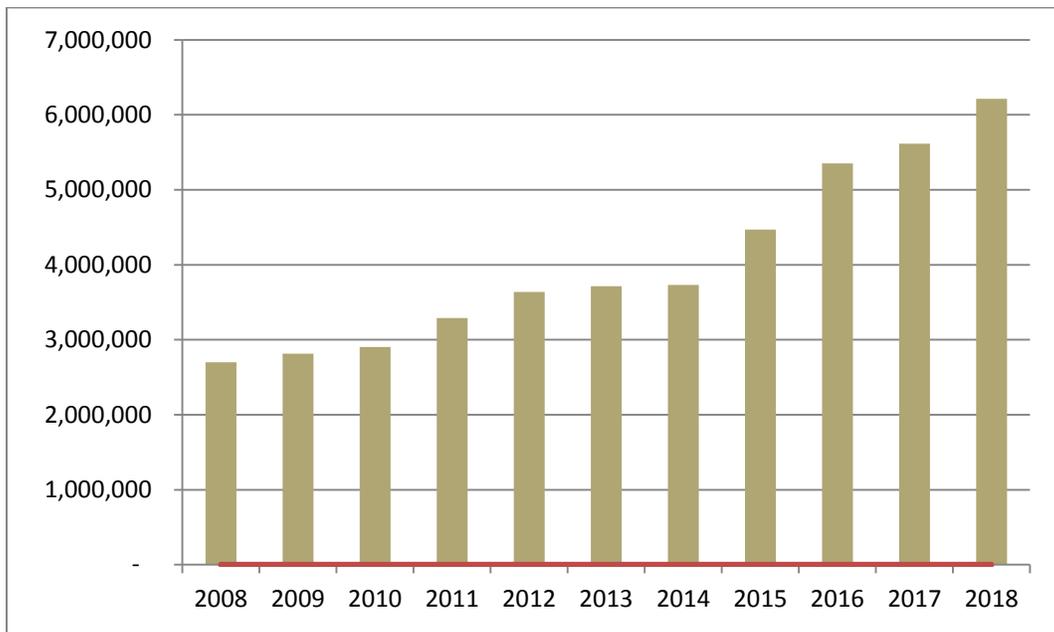
Resident Room Accommodations	Resident per diem fees as at July 01, 2018	Accommodation Description
Basic (85 beds)	\$ 60.78	Two residents; shared sleeping space and shared bathroom
		Two residents: separate sleeping space and



Resident Room Accommodations	Resident per diem fees as at July 01,2018	Accommodation Description
Semi Private (41 beds)	\$ 69.11	shared bathroom
Private (25 beds)	\$ 79.52	One resident; private sleeping space and private bathroom

Northumberland County Levy Contribution

As a municipally owned and operated long term care home, operating costs over and above MOHLTC /LHIN funding and resident accommodation revenue are met through a municipal levy contribution. In the past, increased operating costs, lower occupancy rates and less acute health care needs resulted in increased levy contributions. As a result of ongoing implementation of operational efficiencies, levy contributions have stabilized. The 2019 budgeted levy contribution is \$ 6,580,316 and includes three issue papers.



Legislative

The Golden Plough Lodge is legislatively governed by the provincial *Long Term Care Homes Act, 2007* (LTCHA) and approved by the Ministry of Health and Long Term Care (MOHLTC) as a long term care home.



Economic Factors

The Golden Plough Lodge continues to remain heavily reliant upon MOHLTC/LHIN funding allocations for resident care and daily operational requirements. To date, annual funding increases received have been in the range of 2% per annum.

Despite implementation and careful monitoring of systemic financial strategies optimizing revenue and stabilizing operational costs, the Golden Plough Lodge will continue to experience financial challenges and pressures directly attributable to MOHTLC/LHIN funding, enhanced *LTCHA, 2007* operational requirements, the costs associated with negotiated collective agreements and ongoing maintenance of an aging infrastructure.

As the provincial health care sector continues to evolve through MOHLTC directed systemic transformation, the Golden Plough Lodge will continue to experience challenges in meeting legislative requirements and adapting to a rapidly changing health care environment. As further system transformation, implementation and development unfolds, it will be crucial to continue to ensure our resources are sufficient and appropriate to the continuance of a stable, caring and quality focused environment.

Long Term Care (LTC) Capital Renewal/Redevelopment

In 2007, MOHLTC announced a LTC Home Renewal Strategy to redevelop all Ontario's long term care beds classified as "B & C" and "Upgraded D" to current design standards. Since that time, MOHLTC has been engaged in development of a series of strategies to address issues cited as determinants in LTC capital renewal/redevelopment.

As the Golden Plough Lodge contains both B & C accommodations, it falls within the defined provincial redevelopment strategy and is subject to the Enhanced Strategy directives and guidelines. Through directives issued by the Central East LHIN, Golden Plough Lodge redevelopment must be completed and be fully operational by 2025.

In 2017, the following preliminary redevelopment ground work was completed:

- Archaeological Assessment Stage 1 and 2
- Phase 1 Environmental Site Assessment
- Traffic Impact Study
- Legal survey
- Preliminary Geotechnical and Hydro-geological study
- Topographical survey



- Existing Building Condition Assessment

In August 2017, Northumberland County Council directed staff to secure architectural design and project management services for Golden Plough Lodge redevelopment building design and construction through a Request for Proposal process. Subsequently, architectural design and project management was awarded in April 2018 to *Salter Pilon Architecture* in April 2018.

On November 7, 2017, the provincial government announced *Aging with Confidence: Ontario's Action Plan for Seniors*. In recognition that Ontario's aging population was creating more demand for LTC, the plan included support to build 5,000 new LTC beds by 2022. In February 2018, MOHLTC issued an invitation to the long term sector to submit applications for *New Long Term Care Bed Capacity*. The Golden Plough submitted an application for 29 beds, bringing total bed capacity to 180 and committing to redevelopment completion by 2022. In April 2018, the Golden Plough Lodge application was formally approved to proceed to Stage Two of the MOHLTC redevelopment review process.

While proceeding with architectural design development and participating in MOHLTC redevelopment approval, it will remain critical to simultaneously care for the existing facility, while actively planning and preparing for the new 180 bed Golden Plough Lodge. Throughout the redevelopment process, Golden Plough Lodge senior staff will continue to work closely and collaboratively with MOHLTC, CE LHIN, the Northumberland County Redevelopment Committee and Sub-Committees, Redevelopment Project Manager, Project Teams and Architectural Firm to ensure successful and timely project completion.