
2021 Department Overview

Golden Plough Lodge Long Term Care Home

Service Description

The Golden Plough Lodge is the County's 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 and require both personal care and nursing expertise. The Golden Plough Lodge is first and foremost home to 151 residents, cared for and supported by 230 dedicated staff members providing Nursing Care, Dietary Services, Life Enrichment Programming, 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:

- Mutual Trust and Respect
- Honesty & Integrity
- Collaboration/Communication
- Caring & Supportive
- Accountability
- Innovation & Excellence

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 Ministries 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 230 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.

Golden Plough Lodge Resident Population Statistics as of August 31, 2020

| | 0-60 Years | 61-70 Years | 71-80 Years | 81-90 Years | 91-100 Years | >100 Years | Total Residents |
|----------------------------|---------------|----------------|----------------|----------------|-----------------|---------------|--------------------|
| Male | 4 | 4 | 8 | 24 | 11 | 0 | 51 |
| Female | 4 | 11 | 15 | 44 | 17 | 2 | 93 |
| Total Residents | 8 | 15 | 23 | 68 | 28 | 2 | 144 |

- **Total Capacity:** 151
- **Occupancy:** 95.4%

*Licensed capacity is 151 Residents, effective March 2020, as beds became available further resident admissions were put on hold due to COVID-19 restrictions and quarantine requirements.

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 April 01,2020 | Service Envelope Description |
|---------------------------------|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| Nursing & Personal Care | \$ 105.20 | Resident nursing and care requirements based upon assessed individual needs and adjusted per Resident Acuity (CMI). |
| Program & Support Services | \$ 12.18 | Resident social, restorative and therapeutic programs/services. |
| Raw Food | \$ 9.63 | Resident meal materials, supplementary substances and therapeutic food supplements. |
| Other Accommodation | \$ 57.95 | Resident indirect needs: administration, housekeeping, laundry, dietary services and facility maintenance. |
| Total Resident per diem funding | \$ 184.96 | |

Resident Accommodation Fees

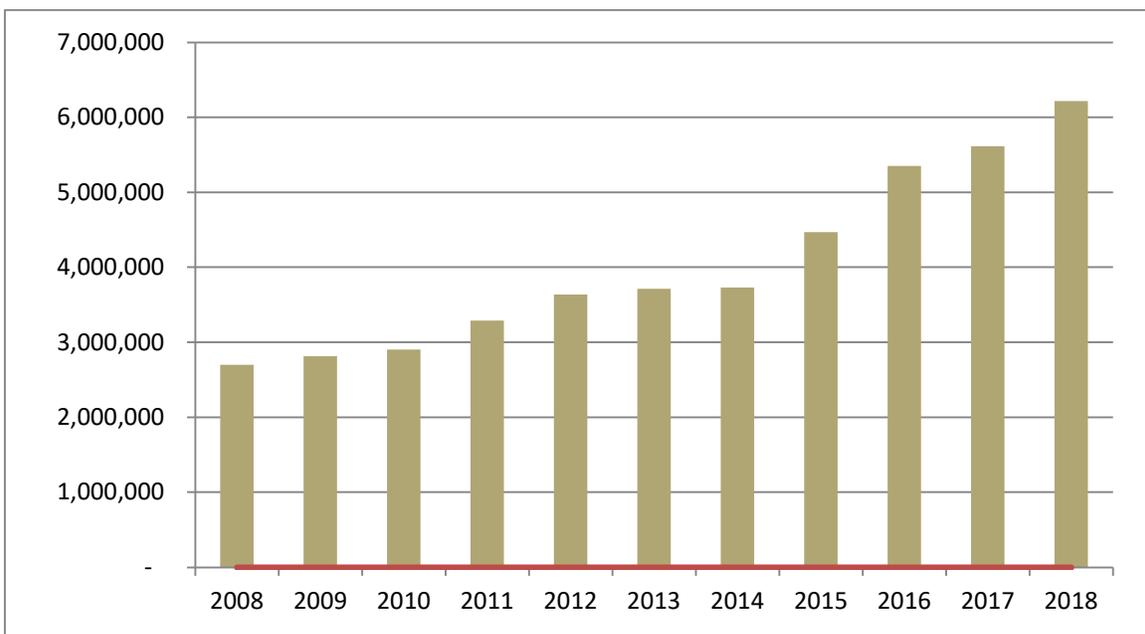
Resident accommodation fees are determined by the MOHLTC/LHIN; accommodation costs are recovered through resident copayments remitted to the Golden Plough Lodge. MOHLTC has adjusted accommodation fees to reflect the age of the Golden Plough Lodge. Resident Accommodation fee increases historically are announce effective July 01 of each year. Due to COVID-19, MOHLTC has deferred increases to January 01, 2021.

| Resident Room Accommodations | Resident per diem fees as at January 01,2021 | Accommodation Description |
|------------------------------|----------------------------------------------|------------------------------------------------------------|
| Basic (85 beds) | \$ 63.36 | Two residents; shared sleeping space and shared bathroom |
| Semi Private (41 beds) | \$ 72.04 | Two residents: separate sleeping space and shared bathroom |
| Private (25 beds) | \$ 82.90 | 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 2021 budgeted levy contribution is \$ 5,309,628 and includes two issue papers.



Legislative

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



Economic Factors

2020 has proved to be a challenging year for the Long Term Care Sector. The March 2020 Provincial Declaration of the COVID-19 Pandemic and subsequent Ministries of Health and Long Term Care directives related to staffing restrictions, screening requirements, the need for additional Personal Protective Equipment/Supplies and enhanced intensive environmental preventative cleaning measures all served to increase operational costs well beyond any anticipated budgetary projections. Additionally, directives regarding the deferral of 2020 annual Resident Accommodation Rate increases to January 2021 resulted in unanticipated decreased budgetary revenue. Although the Provincial Government has allocated additional Long Term Care COVID-19 Prevention and Containment Funding Allocations to defray extraordinary operating expenses incurred as a result of COVID-10, it is difficult to predict if this funding will be sufficient to fully support the Golden Plough Lodge in 2020.

At the best of times, despite ongoing implementation and careful monitoring of systemic financial strategies to optimize revenue and stabilize operational costs, the Golden Plough Lodge continues 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 further MOHLTC Provincial 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. Operationally, the Golden Plough Lodge by necessity will continue to remain heavily reliant upon Northumberland County Levy contributions supplementary to MOHLTC/LHIN funding allocations and resident accommodation fees.



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 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 *salterpilonarchitecture* 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 August 2020, the Golden Plough Lodge project design and application was formally approved by MOHLTC and proceeded to construction tender.

While proceeding with redevelopment activities, it remains 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 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.