
2023 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 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:

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

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 Long Term Care (MLTC) 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 (CUPE Local 1748) and the Ontario Nurses' Association (ONA).

Environmental Scan

Population & Demographics

Golden Plough Lodge Resident Population Statistics as of August 11, 2022							
	0-60 Years	61-70 Years	71-80 Years	81-90 Years	91-100 Years	>100 Years	Total Residents
Male	5	3	19	14	13	1	55
Female	4	7	15	40	26	0	92
Total Residents	9	10	34	54	39	1	147
Total Capacity	151						
% Occupancy	97.4%						

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.

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. Now that COVID restrictions are reduced and vaccination rates are high, 100% of the GPL beds have been allocated with the CELHIN.

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 Long-Term Care (MLTC), Home and Community Care Support Services formally known as the 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 June 01,2022	Service Envelope Description
Nursing & Personal Care	\$ 100.84	Resident nursing and care requirements based upon assessed individual needs and adjusted per Resident Acuity (CMI).
Program & Support Services	\$12.24	Resident social, restorative, and therapeutic programs/services.
Raw Food	\$ 11.00	Resident meal materials, supplementary substances, and therapeutic food supplements.
Other Accommodation	\$ 56.16	Resident indirect needs: administration, housekeeping, laundry, dietary services, and facility maintenance.
Total Resident per diem funding	\$ 180.24	



Resident Acuity Levels and Case Mix Index (CMI)

Case mix is a system that classifies people into groups that are homogeneous in their use of resources. A good case mix system also gives meaningful clinical descriptions of these individuals. The application of case mix is broad; it provides the basis, not only for reimbursement, but also for comparing healthcare facilities or programs, practice patterns, as an adjunct to quality of care and efficiency measurement, a staff planning tool, etc. Case mix weights reflect relative resource use between case mix groups.

In Ontario, the Nursing and Personal Care funding envelope reflects data within and the Resident Assessment Instrument-Minimum Data Sets (RAI-MDS) system. A Resource Utilization Grouper (RUGs) III is used to calculate the data from RAI-MDS. Membership in a RUG category is based on how much care a resident requires, types of treatments or care received, and whether the resident has certain conditions or diagnoses.

There is currently not a defined approach for the MOHLTC to measure year over year changes in province-wide acuity, so the case mix index is used to reallocate funding within the long-term care homes sector rather than overall rise in acuity throughout the province. The case mix index is used to determine the care needs of each LTC home's resident population relative to other LTC homes in order that funds can be redistributed between homes from one year to the next. Annual adjustments in level of care funding have occurred, but these funding increases have been by and large applied to offset economic pressures.

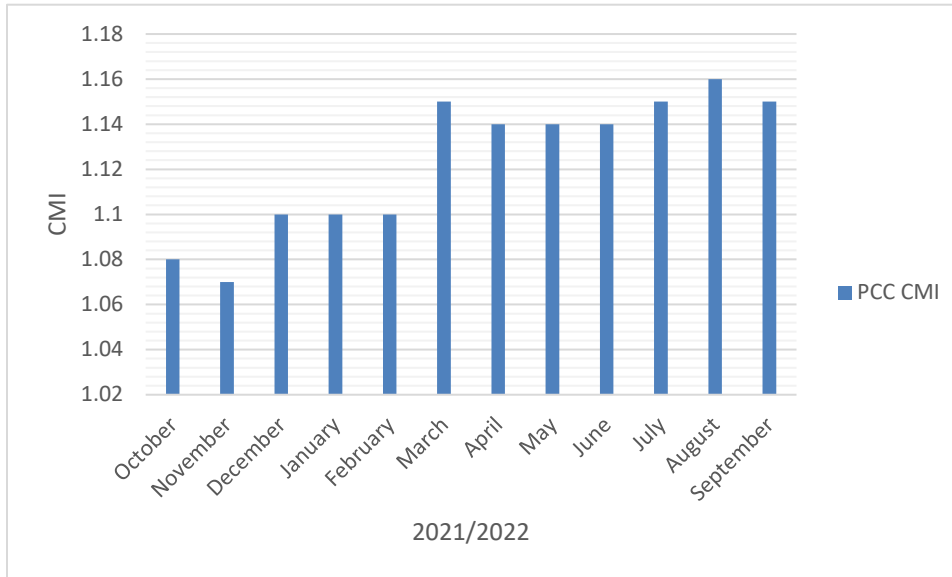
Adequate funding is needed to address the true rising cost of care based on resident acuity levels which are not currently financially supported because these requirements are not currently being measured by RUGs within the RAI-MDS system. Acuity, which measures care levels, continues to increase year-over-year. LTC have residents that require more complex interventions including challenging behaviours, associated dementias, mental illness, and aging of the developmentally delayed and young adults with complex care needs.

The MLTC keeps a CMI index for all LTCHs in Ontario. Below is an example.

Facility Code	LTC_ID	NH_ID	Home Name	City	Totals/Averages		2019-20 Home Level CMI	% Assessed Days in Special Rehab	2019-20 BR Limited CMI ²	2019-20 Funded CMI ²
					2018-19 Funded CMI	Classified Beds ¹				
51602	41312	H11602	Golden Plough Lodge - Corporation of the County of Northumberland	Cobourg	0.9841	151	1.0575	10.7%	1.0498	0.9784



Golden Plough Lodge Case Mix Index (CMI) data 2021/2022



Data extrapolated from Point-Click-Care

Resident Accommodation Fees

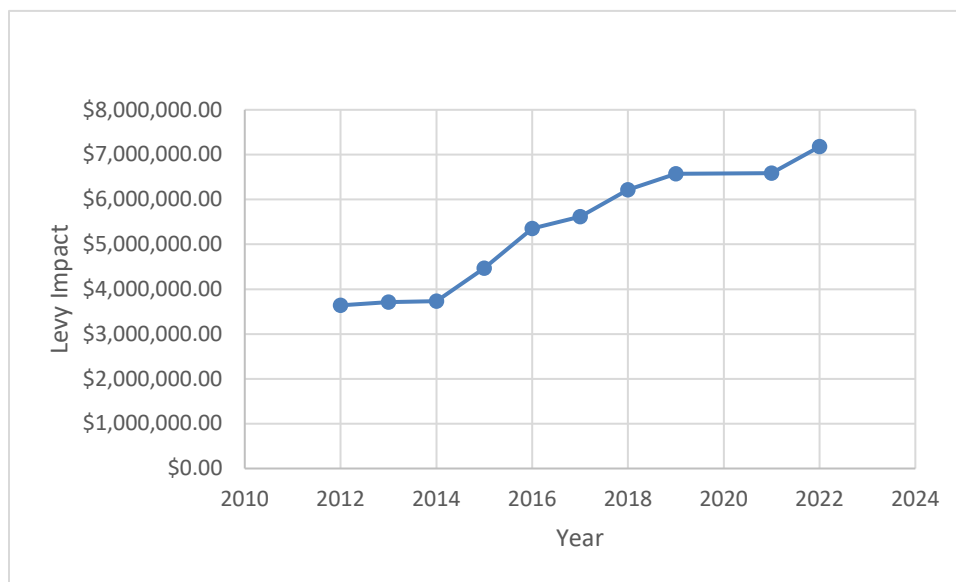
Resident accommodation fees are determined by the MLTC/LHIN. Accommodation costs are recovered through resident copayments remitted to the Golden Plough Lodge. MOHLTC has adjusted accommodation fees to reflect the age of the Golden Plough Lodge. Resident Accommodation fee increases historically are effective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

Resident Room Accommodations	Resident per diem fees as at August 18, 2022	Accommodation Description
Basic (85 beds)	\$ 62.18	Two residents: shared sleeping space and shared bathroom
Semi-Private (41 beds)	\$ 70.70	One resident: private sleeping space and shared bathroom
Private (25 beds)	\$ 81.35	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 2022 budgeted levy contribution is \$7,177,249.00 which includes allocations to the new GPL construction.



Legislation

The Golden Plough Lodge is legislatively governed by the provincial *Long Term Care Homes Act, 2007* (LTCHA) and *Fixing Long Term Care Act 2021* and is approved by the Ministries of Long-Term Care (MLTC) as a long-term care home.

Economic Factors

2022 continued to be a challenging year for the Long-Term Care Sector. The March 2020 Provincial Declaration of the COVID-19 Pandemic and subsequent Ministry of 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 through 2022. Additionally, directives regarding the deferral of 2020/2021 annual Resident Accommodation Rate increases to August 2021 resulted in unanticipated decreased budgetary revenue. Although the Provincial Government has allocated additional Long-Term



Care COVID-19 Prevention and Containment Funding to defray extraordinary operating expenses incurred because of COVID-19.

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 MLTC/LHIN funding, enhanced *LTCHA*, 2007 operational requirements, the costs associated with negotiated collective agreements and ongoing maintenance of an aging infrastructure.

As further MLTC 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 MLTC/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 developing 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 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 applied and was granted additional 29 beds, bringing total bed capacity to 180. Construction of our new Home is well underway!



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 MLTC, Home and Community Support Services (CE LHIN),

the Northumberland County Redevelopment Committee and Sub-Committees, Redevelopment Project Manager, Project Teams, and the Architectural Firm (Salter-Pilon) to ensure successful and timely project completion. A concept walk-through video has been prepared by Salter-Pilon and can be viewed at https://youtu.be/Q_JSes7mebs