

GOLDEN PLOUGH LODGE



STRATEGIC PLAN 2018 - 2022

WELCOME TO THE GOLDEN PLOUGH LODGE



The Golden Plough Lodge is a municipal long-term care home, owned and operated by the Corporation of the County of Northumberland. Named in honour of an international ploughing match held to promote peace, The Golden Plough Lodge was originally established in the 1850's as the County House of Refuge and has a long history of caring for others. Today, the Golden Plough Lodge is first and foremost home to 151 residents, cared for by 200 dedicated staff members.

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

The Golden Plough Lodge is operationally funded through MOHLTC/Local Health Integration Network (LHIN) per diems, resident accommodation fees and a Northumberland County municipal levy contribution.

We are proud of our home and continuously strive to provide high quality, responsive, individualized and innovative care to meet the increasingly complex needs of our residents.

Our multidisciplinary health care team includes a Nurse Practitioner and enables preventative, timely and evidence based care thus reducing the need for resident hospital transfers.



OUR MISSION

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

OUR VISION

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

OUR SHARED VALUES

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

WE ENACT A RESIDENT FOCUSED PHILOSOPHY OF CARE

In 2010, the Golden Plough Lodge adopted the **Eden Alternative Philosophy of Care** as the philosophy and decision-making 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”.

OUR STRATEGIC PLANNING PROCESS

In June 2016, as a result of staff members' hard work and commitment to quality, the Golden Plough Lodge was awarded accreditation through CARF. Through the accreditation process, a need for a Golden Plough Lodge Strategic Plan, specific to long term care, was identified over and above the existing Northumberland County Strategic Plan.

The planning process began with consulting with our most important and knowledgeable stakeholders, Golden Plough Lodge staff members. Utilizing an Appreciative Inquiry approach, a series of ten staff facilitated Strategic Planning Input Sessions were held over the month of March 2017. These sessions provided an opportunity for all staff to share their thoughts, visions and hopes for the future of the Golden Plough Lodge, and from that input, formulate a Statement of Purpose and Guiding Principles.

Utilizing a similar Appreciative Inquiry Process, the remainder of Golden Plough Lodge stakeholders were consulted:

August 2017

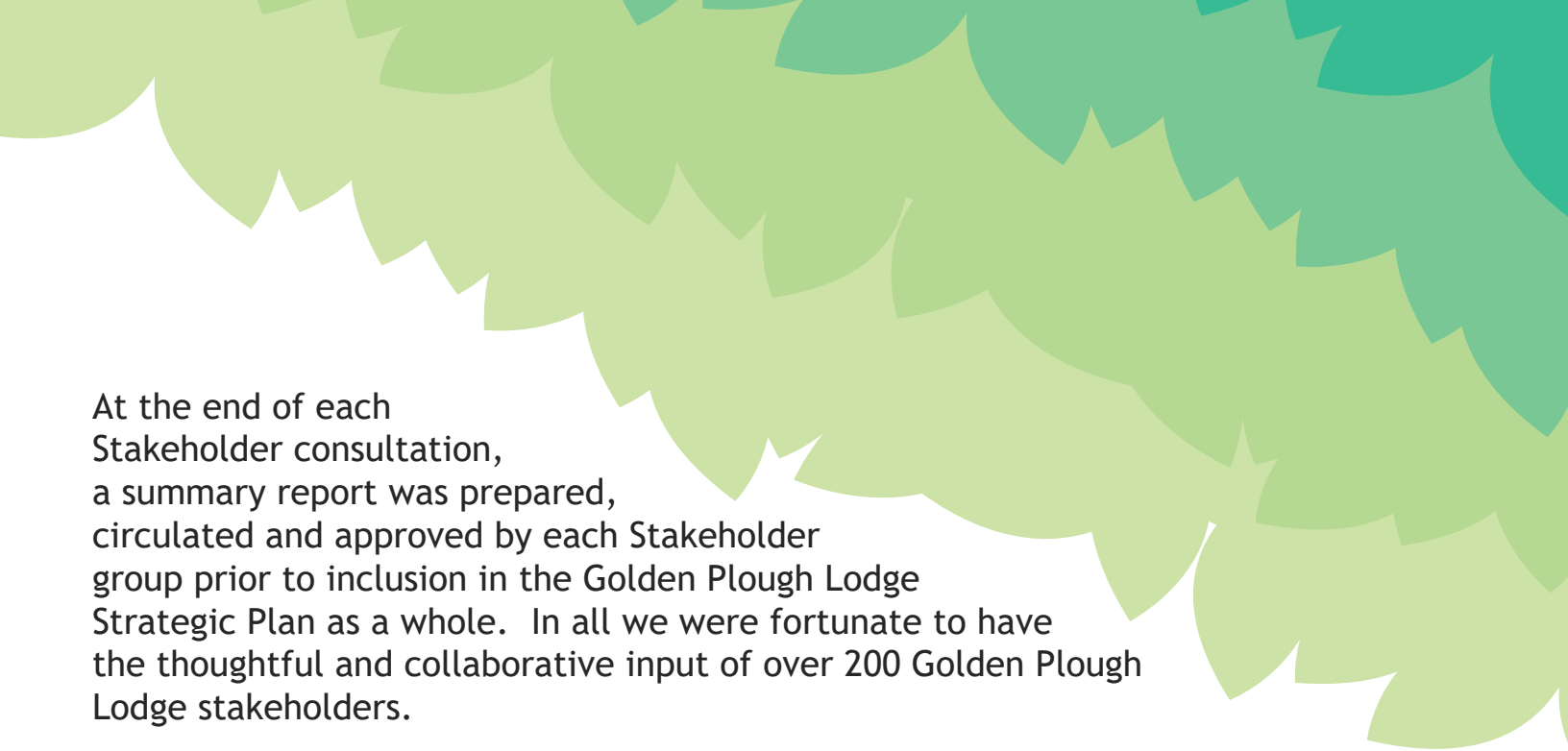
- Golden Plough Lodge Senior Leadership Team; Administrator and Departmental Managers

October 2017

- Golden Plough Lodge Resident Council; President, Vice-President, Secretary and Members at Large
- Golden Plough Lodge Family Council; President, Residents' Friends and Family Members
- Golden Plough Lodge Volunteers; Golden Plough Lodge Ladies Auxiliary and Volunteer Team Members

January 2018

- Golden Plough Lodge Medical Advisory Committee: Golden Plough Lodge Medical Directors, Dietician, Physiotherapist, Pharmacist, HKPR District Health Representative, Central East LHIN Nurse Practitioner



At the end of each Stakeholder consultation, a summary report was prepared, circulated and approved by each Stakeholder group prior to inclusion in the Golden Plough Lodge Strategic Plan as a whole. In all we were fortunate to have the thoughtful and collaborative input of over 200 Golden Plough Lodge stakeholders.

We are both proud and privileged to share our stakeholders' commitment and vision for the future in our Golden Plough Lodge Strategic Plan and wish to thank and acknowledge their invaluable assistance in development of the Golden Plough Lodge Strategic Plan 2018-2022.

Golden Plough Lodge Staff Members

Golden Plough Lodge Family Council

Golden Plough Lodge Resident Council

Golden Plough Lodge Volunteers and Ladies Auxiliary Members

Golden Plough Lodge Medical Advisory Committee

Golden Plough Lodge Senior Leadership Team

OUR SHARED PURPOSE

As a collective of caregivers, the Golden Plough Lodge staff has created a purpose that reflects the heart and soul of everything we do:

“We actively build a caring community and a home in which our residents can live life to the fullest... giving them choices and a voice”.

Golden Plough Lodge Staff, Strategic Planning Consultation, April 2017

We will continue to embody this purpose by;

- Keeping our residents at the centre of everything we do
- Acting with care, compassion and empathy
- Working as a team to serve and support our residents
- Building supportive relationships between residents, families and partners in caregiving
- Staying abreast of best practices
- Remaining committed to learning and continuous improvement
- Being strong advocates for long term care





Our leadership team supports staff in enacting our common purpose by:

“Creating the holistic framework to support and enhance the lives of residents, their families and our staff”.

Golden Plough Lodge Senior Leadership Team, Strategic Planning Consultation, August 2017

We will continue to achieve this by;

- Representing Northumberland County with excellence
- Striving to be trend setters in long term care
- Holding and maintaining an impeccable reputation

I can't say enough to each and every one of you who graced my dad while here at GPL. You have been so incredibly kind and gracious, caring, supportive, compassionate, thoughtful and thorough. I know my dad received the best of everyone here. The fact that he lived, thrived and saw the last 6 years of his life here is a testament to your quality of care. I thank you and am honoured to have stayed here. All the best. - Karen Tomlinson

OUR STRATEGIC FRAMEWORK



OUR FOUR STRATEGIC PILLARS

PROVIDE EXCELLENCE IN CARE

We commit to the ongoing provision of high quality, innovative and individualized resident focused care.



- We will continue to utilize the *Eden Alternative Philosophy of Care* and place residents and their families at the centre of all care decisions and practices
- We will continue to seek out new, best practice and enhanced care supports for our residents
- We will provide an integrated circle of care by furthering and expanding our interdepartmental multidisciplinary teams
- We will ensure sufficient and appropriate resources to meet the current and future needs of our residents; being mindful of changing demographics, complex care requirements and individual personal preferences
- We will maximize our internal specialized quality control initiatives, care practices and solutions by implementing and utilizing advanced technology solutions
- We will proudly maintain our CARF International Accreditation in Person Centered Long-Term Care and Dementia Care Specialty Program, embracing and adhering to CARF standards and expectations

I already know my mom has experienced better quality of life in Golden Plough Lodge than in a retirement home. I'm so happy she's being looked after and is safe. - Ms. Oxley



ACTIVELY SUPPORT AND DEVELOP OUR STAFF

As our most valuable asset, we commit to attracting, developing, engaging and aligning our employees.

- We will recruit, attract and retain the best employees by offering a positive workplace culture that fosters fairness, respect, accountability, mutual support, communication and transparency
- We will ensure our staff excel and have the resources to do their best work through orientation, professional education and development opportunities, mentoring and support
- We will actively provide opportunities for staff engagement/involvement in planning and decision making through consultative appreciative inquiry, focus groups and committee membership
- We will recognize and celebrate staff accomplishments, ensuring annual performance appraisals are a positive experience which provide goal setting, coaching and identification of growth and learning opportunities
- We will support the health and wellbeing of our employees and consider safety as key in promoting a healthy, safe work environment and work/life balance




WORK WITHIN A COMMUNITY OF PARTNERSHIPS


We recognize the strength of our services depends largely on the community we serve and from which we receive support.

- We will recognize and acknowledge the importance of our extended network of relationships with community partners, service providers and other levels of government
- We will seek to enhance current collaboration with community partners through expanding our engagement and participation in the broader community
- We will be a positive voice for long term care, health care and a supportive partner to our collective system partners
- We will continue to recruit, engage, honour and support volunteers, leveraging their strengths, experience and expertise and formally recognize the valuable role they play
- We will continue to actively involve, consult and work collaboratively with our Resident and Family Councils in planning and decision making to meet resident needs, now and in the future

Volunteering at the Golden Plough gives my retirement meaning. I have always been a volunteer but the Plough gives back to me more than I could ever give to the residents and staff. I receive acceptance, friendship, encouragement and personal growth. Being a part of the Golden Plough Auxiliary, playing music, helping in the cafe and visiting residents with the mobile library cart has been my pleasure and I look forward to being a volunteer for many years. - Norma



The Golden Plough Lodge is in the approval process with the Ministry of Health and Long Term Care for redevelopment and an expansion of 29 beds. Located adjacent to its existing site, it is anticipated the new Golden Plough Lodge will be fully operational by December 2022. With this in mind, it is critical to simultaneously care for the existing facility, while actively planning and preparing for the new 180 bed Golden Plough Lodge.



MODERNIZE OUR INFRASTRUCTURE & FACILITIES

Our existing infrastructure/facilities

- We commit to continuing to maintain, upgrade and augment Golden Plough Lodge physical assets including; building, equipment, furniture and grounds, to provide a safe, stimulating and homelike environment
- We commit to continuing to operate efficiently, effectively and maintaining the highest living and work environment possible
- We commit to utilizing our robust Continuous Quality Improvement process and the results of semi-annual Resident & Family satisfaction surveys as benchmarks on which to measure success

Our future infrastructure/facilities

- During the redevelopment process, we will work closely and collaboratively with our Northumberland County Corporate Partners, Project Manager, Architectural Firm, internal stakeholders and ad hoc working groups to ensure successful and timely project completion
- During the redevelopment process, we will use change management to effectively plan and prepare for the best possible outcome for our residents, families and staff members;
 - Ensuring frequent and transparent communication; ongoing updates regarding project status and next steps
 - Providing formal and informal opportunities for consultation regarding environmental design, comfort and efficiencies
 - Preparing staff, residents and families for operational changes needed to occupy our new home





September 2018