
2024 to 2026 Business Plan & Budget

Golden Plough Lodge

Prior Year Accomplishments

Ignite Economic Opportunity

Digital Meal ordering system



The County of Northumberland/Golden Plough Lodge put out a request for proposals to implement an All-in-One Dining Solution Software System to be used for the Golden Plough Lodge LTC Dietary department. The County awarded the contract (Continyou Care) based on the system that best supports the County's vision and mission and is innovative in transforming the current process for Dietary Services and the future process for Dietary Services that are efficient, effective, and easy to use. The solution reduces waste, stream-lines communications and reduces meal wait times. Specific to COVID type situations where outbreaks are declared, this solution assists with in-room dining, helps reduce time spent by staff collecting orders and connects families with residents via zoom technology allowing them to see in real time how their loved ones are doing in the Home with dining.

The Dietary Service processes were labour intensive. This new solution provides users with an easy to use, timesaving, seamless way to create, review, edit, finalize, and approve (multiple approvers) menu's, production, inventory, and reports.

The GPL software and services provides an opportunity to customize/configure its menu's, resident profiles, and audits/reports. Features include (but are not limited to):

- Ease of learning, ease of teaching/training, ease of use.

- Ability to easily search for residents, recipes, reports, etc. using various criteria, and produce quick and complete results.
- Automated workflow including standardized, accessible report templates.
- Easy and secure way for delegated Administrator staff to assign and change security permissions/access and protocols.
- Standardization of all document templates including reports, recommendations, proclamations, by-laws, ("locked down" to prevent users from changing formats).
- Use existing portable technology, including iPads, desktops, laptops, tv's and iPhones.

Foster a Thriving Community

Continuance and enhancement of community partnership development, existing partnerships strengthened and expanded as appropriate and as opportunities arise.

Ongoing solidification and implementation of a resident focused community through practice of the Eden Alternative Philosophy of Care.



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".

Continued close engagement with Golden Plough Lodge staff members, residents, families, Councils, and volunteers to ensure active participation in Continuous Quality Assurance.

Diversity

Worked towards the development and completion of a Golden Plough Lodge Diversity Plan; examining, planning, and addressing the needs of current and future resident population is something that happens daily. Due to the COVID 19 pandemic, the Golden Plough Lodge team has been hypervigilant in keeping Residents and staff safe. Enhancement of a resident focused community through active practice of the Eden Alternative Philosophy of Care and exploring opportunities to collaborate with internal and external partners such as Northumberland Community Paramedics, and Ontario Health Teams Northumberland continues to be a priority.

Propel Sustainable Growth

The Senior managers continued to collaborate with the Golden Plough Lodge Redevelopment Project Team. This has been an excellent opportunity to give needed and relevant input. The team met regularly to discuss progress and adjust as development progresses.

Continued maintenance/refurbishment of existing infrastructure to ensure optimum resident care and provide a healthy, safe work environment and working conditions

GPL/NCAM Rebuild



In December 2020, the County received all required permits and authorizations to officially award the contract for the construction of the new GPL/NCAM to Matheson Constructors Ltd (the Contractor). The Contractor mobilized to site and began construction on December 14, 2020. County Staff continue to consult and collaborate with Town of Cobourg Staff on any concerns that arise during construction

and any other documentation required by the Town. In addition, County Staff continue to collaborate and consult with our internal and external stakeholders such as GPL Staff and our neighbours. Due to many logistical challenges, the County Project Team is working closely with the Contractor (Matheson Constructors Ltd.) to develop an updated date of completion.

Bi-weekly construction meetings continued to be conducted with representatives from County Project Management Staff, the Contract Administrator (Salter Pilon Architecture), members of the Consulting Team (as required), the County's Site Representative (BTY Group) and the Contractor (Matheson Constructors Ltd.) where site activities are discussed.

Existing Aging Facility



The current facility is well beyond its expected life span and needs constant maintenance and repair. The 2022 budget year appreciated a drastic reduction in forecasted capital spending as the facility was slated to be retired in late 2022. As the transition was delayed and a new move date not negotiated, there was and will continue to be significant impact on the County Levy to do much needed maintenance and repair to the facility's infrastructure until the new build is operational. E.g., hot water tanks, boiler M&R, failing windows, failing structure

(brick wall separation), insufficient staff parking, insufficient A/C as per legislation, etc.

Organizational Review



In December 2020 an invitation for proposals was issued by Northumberland County for a staffing and resource review of the Golden Plough Lodge. Specifically, resources as it applies to legislated service delivery where the LTCH will meet and/or exceed the Ontario Ministry of Long-Term Care standard and the Long-Term Care Homes Act (LTCHA), and, the “EDEN” philosophy of care. The evaluation will consider the Home’s 151

bed compliment and forecast the needed resources for the planned expansion to 180 beds at the new LTCH scheduled to be completed in late 2022. Transitioning to the Ministry recommended four (4) hours of care per resident per day, the successful respondent will provide insight into the resources needed to meet this benchmark now and in the new home. The review will also provide staff with a better understanding of efficiencies within other departments and how they may be implemented in the new facility.

Leading Edge Consultants

The GPL retained the Leading-Edge Group as a LEAN consultant. This review entailed a “deep-dive” into our current processes and provide a comprehensive analysis to reduce/eliminate waste and improve efficiencies within our daily operations. In addition, Leading Edge advised on transition, scheduling, staff buy-in and support strategies, etc.

Four Hours of Care per Resident per Day



As part of this initiative, senior staff added front-line position to serve our Residents including all disciplines (RN, RPN, PSW, Social Work and Physio). The County of Northumberland on behalf of the GPL will receive sustained financial support from the MLTC beginning 2021/2022 fiscal year and continuing to 2024-2026.

Air Conditioning

Amendments to Ontario Regulation 79/10 (Regulation) under the Long-Term Care Homes Act, 2007 (LTCHA) were made to enhance cooling requirements for long-term care (LTC) homes. The following amendments will come into force on May 15, 2021: Every designated cooling area in the LTC home is required to be served by air conditioning which is operated as necessary to maintain the temperature in designated cooling areas at a comfortable level for residents during specified periods. The written “hot weather-related illness prevention and management plan” was renamed as the “heat related illness prevention and management plan.”

Licensees are required to implement their heat related illness prevention and management plan for the LTC home every year during the period from May 15 to September 15, and on any day on which the outside temperature forecasted by Environment and Climate Change Canada for the area in which the home is located is 26 degrees Celsius or above at any point during the day; and on anytime the temperature in areas of the home in which measurements are required by the Regulation reach 26 degrees Celsius or above, for the remainder of the day and the following day.

This legislation was again amended in the “Fixing Long-Term Care Homes Act April 2022 to include A/C in Resident rooms. The current infrastructure cannot keep up with this demand and the power supply to the home is not robust enough to expand beyond the current wattage draw and therefore additional roof-top units are not advisable. A Comprehensive assessment and quotation were requested for both updating the GPL power supply, and adding additional cooling to the home.

Champion a Vibrant Future

Infection Prevention and Control Regulatory Compliance and Best Practices



The Long-Term Care Homes Act Reg. 79/10, s. 229 “Infection Prevention and Control (IPAC) Program” states that: *(3) The licensee shall designate a staff member to co-ordinate the program who has education and experience in infection prevention and control practices, including: (a) infectious diseases; (b) cleaning and disinfection; (c) data collection and trend analysis; (d) reporting protocols; and (e) outbreak management. Further, that staff member has the education and experience in infection prevention and control practices.*

The goal of an IPAC program is to:

- protect residents from health care-associated infections, resulting in improved survival rates, reduced morbidity associated with infections.
- prevent the spread of infections amongst residents, health care providers, visitors, and others in the health care environment.

To achieve these goals in a cost-effective manner, an active, effective, organization wide IPAC program must be developed, and its implementation must be continuously supported by senior administration. The IPAC program must clearly be the responsibility of at least one designated person. Regardless of the size of the facility, the expected number of hours per week that are devoted to IPAC must be clearly stated in the institutional policy and implemented. (Public Health Ontario, *IPAC for Long-Term Care Homes*. Dec. 2020).

This initiative was supported by County Council and 2022 represents the first year the GPL has had dedicated staff for its Infection Prevention and Control Program.

2024 to 2026 Service Objectives & Initiatives

Innovate for Service Excellence

RAI/Admission Lean Initiative

As the GPL gets ready to transition into the new build, the RAI department will have to fill the extra 29 beds in a short period of time. A LEAN project was initiated to see how this could be completed efficiently and effectively. Through the LEAN initiative, the RAI/admissions team will create an effective flow of the admission process while enhancing a positive overall experience. The goal is to effectively capture valuable and



accurate information from the entire care team, eliminating any duplication of processes and documentation.

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The Dietary Service processes were labour intensive. This new solution provides users with an easy to use, timesaving, seamless way to create, review, edit, finalize, and approve (multiple approvers) menu's, production, inventory, and reports. We will continue to use the new system adding more home areas onto the software system in 2024.

Foster a Thriving Community

We will continue to enhance community partnership development, and strengthen and expand on existing partnerships as appropriate and as opportunities arise.

Ongoing solidification and implementation of a resident focused community through practice of the Eden Alternative Philosophy of Care.



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Ongoing close engagement with Golden Plough Lodge staff members, residents, families, Councils, and volunteers to ensure active participation in Continuous Quality Assurance.

Diversity

The development and completion of a Golden Plough Lodge Diversity Plan; examining, planning, and addressing the needs of current and future resident population is something that happens daily. Due to the COVID 19 pandemic, the Golden Plough Lodge team has been hypervigilant in keeping Residents and staff safe. Enhancement of a resident focused community through active practice of the Eden Alternative Philosophy of Care and exploring opportunities to collaborate with internal and external partners such as Northumberland Community Paramedics, and Ontario Health Teams Northumberland continues to be a priority into 2024-2026.

Propel Sustainable Growth

Logistics Coordinator – New position 1.0 FTE

There are a considerable number of tasks, related to logistics of inventory, the updating of policies and procedures, and training of staff on new inventory control processes as part of activation planning for the new home that will be an initial focus of this role.

Currently the management of inventory is a manual process, facilitated by different individuals and departments throughout the home. Inventory management in a Long-Term Care Home the size of the new home requires a dedicated Logistics Coordinator to ensure strict control of purchasing costs and to reduce waste by centralizing inventory and materials management.

The GPL leadership team has reviewed and analyzed the need for this additional staffing request. Some key functions of the role are:

- Develop an Inventory Control and Management system, utilizing inventory control software programming.
- Ongoing review of all standing orders and inventory, track use and distribution processes of all necessary supplies for Resident Home Areas, and personal protective equipment supply room.
- Track and monitor product expiration dates.
- Order High Intensity Needs (HIN) Funding supplies under direction/authorization of the Clinical Associate Director of Care (ADOC).
- Assist in management of Nursing Supplies budget, HIN, ostomy/catheter and tube feeding supplies as per Government funding allocation.



- Provide usage reports as directed by management.
- Collaborates with the Wound Care Nurse and the Clinical ADOC to ensure maintenance of wound care supplies, inventory of same and ordering of same.
- Collaborates with Clinical ADOC/Restorative Care RAI Nurse on Continence Care. Order, inventory and maintain distribution processes of incontinence supplies weekly, based on Resident needs as determined by care team.
- Inventory management of lab supplies and requisitions, oxygen supplies, Nursing supplies, PPE, Government stock and other inventory as required.
- Communicate regularly with vendors to ensure seamless service and solve delivery/supply concerns.

Issue paper attached.

Dietary Services – Increase hours of existing positions.

As a municipally owned and operated long term care home, the Golden Plough Lodge takes pride in the care it provides to those in our community and surrounding areas. The Dietary Department is responsible for providing 3 healthy meals per day, 3 nourishment and beverage passes per day and any special snacks, therapeutic diets, textures, fluid consistencies and supplements requested by the Registered Dietician or Doctor that can improve or assist with the quality of life for the resident. We are mandated and meet the criteria as set out in the Fixing Long-Term Care Act (FLTCA).

A current and future state staffing review was conducted by a third-party, the Leading-Edge Group. They reviewed/recommend the required staffing needs as the Golden Plough Lodge increases from the current 151 residents to 180 residents at the new facility.

The proposed new dining model will involve utilizing new technology with wi-fi accessible ovens to be able to monitor in real-time the new cooking procedures. The new model will require an additional Cook and some extra hours for the other Cooks. The focus will be on providing more from scratch meals and less bought-in products. We have a group of Red Seal Chef's that can bring fresh ideas, show their creativity, and provide a quality end product to our residents. We will be improving the resident's quality of life by providing a more healthy, nutritious product to our residents. There will be a consistent product throughout the dining areas, as well as the ability for on demand and more control over inventory and production – resulting in less waste.

Issue paper attached.

Resident and Family Services – Additional 3.0 FTE – Life Enrichment Aides



The Life Enrichment Department of the GPL delivers all quality-of-life programming within the Home. For seven days a week, programs are offered to Residents to meet their social, physical, spiritual, intellectual, and emotional needs. With the youngest Resident being forty-four and the oldest being one-hundred and seven, there is a wide range of demographics and from all cognitive levels. Programming needs to appeal to all and foster individual expression. Families and loved ones are always welcome, and the department prides itself on offering opportunities for connection and meaning between Residents and their loved ones.

Programs cover all five domains of health, social, physical, spiritual, intellectual and emotional. This approach allows for optimal Resident focused care. A trivia program may be social for one Resident yet more intellectual for another. Life Enrichment Aides facilitate at least two to three programs a day in respective home areas and whole Home programs in the auditorium. These programs include entertainment, drumming, spiritual service, reminiscing, current events, bingo, coffee chats and sensory programs. The department also facilitates monthly special events and bus outings. Excitedly, the new Home will have three new life enrichment spaces, the greenhouse, the sensory/media room, and the family café.

In anticipation of the new Home and to increase consistent quality of life programming for Residents and families at the GPL, management has identified a need to add three full-time Life Enrichment Aides. The first proposed full-time position would be for the new Home area added to the Home with twenty-nine more beds. The second full-time position would primarily cover the backfill of the other six positions. The third full-time position would help cover the backfill and facilitate the greenhouse, sensory/media and family cafe engagement.

Issue paper attached.

Nursing Department Positions

The Golden Plough Lodge takes pride in the fact that we provide high quality, resident focused care. The Golden Plough Lodge is a pillar in our community and sets the bar high for Long-Term Care. As residents move to our home, they arrive with much more complexity and acuity than ever before. Quality care requires the appropriate staffing levels to meet the complex needs of residents and their families. As well staff burnout and subsequent retention issues occur, if understaffed for direct resident care.

There is a legislative requirement to meet level of care targets. The FLTCA mandates that this care be, at a minimum, 4 hours per resident per day, no later than March 31, 2025. The FLTCA also stipulates that all homes must be compliant with the Act. The Golden Plough Lodge is required to submit quarterly staffing reports to the Ministry demonstrating that we are meeting hours of care target levels.



The Provincial government has and will provide additional funding support to assist LTCH's in meeting the 4 hours of direct care mandate in per diem funding under Nursing and Personal Care (NPC) Funding Envelope and is providing Staffing Supplement Funding towards achieving 4hrs of care. The 2023 Budget provides for up to ~3:45 hrs/min of direct care per resident per day meeting current standard. The additional Nursing positions being proposed will ensure that Golden Plough Lodge meets the 4 hours of direct care requirements.

Issue paper attached.

Dietary Services Reserve Strategy

There will be minimal capital needs for the initial years at the new build, however there will be heightened costs in future years. This supports the need for a reserve strategy ongoing so that the GPL is able to meet legislative and Health and Safety requirements and have enough for increased maintenance costs and associated labor costs.

Issue paper attached.

Environmental Services Staffing

Environmental Services staffing comprises Housekeeping, Maintenance and Laundry Departments. There is a need to increase staffing hours for maintenance, housekeeping and laundry services at the GPL. The 2025 budget proposes an increase in overall staffing for Environmental Services based primarily on a review conducted by the Leading-Edge Group for a Future State Staffing Model in the new home. Some staffing additions from the model are being recommended to commence prior to relocation to address more immediate needs for meeting Infection Prevention and Control standards and to facilitate tasks for activation planning and transition activities to the new home. The new home will double in size from ~100,000 square feet to ~203,000 and increase in resident beds from 151-180.

Issue paper attached.

Champion a Vibrant Future

Establish a formal process for timely renewal of the Golden Plough Lodge Strategic Plan, aligning with Northumberland County Strategic Planning process and content. We will Continue to enhance employee training, education and engagement through collaborative focus groups, joint internal committees, and ad hoc working groups. Due to of the pandemic



and in response to the “new normal”, GPL has adopted a digital learning solution to assist in facilitating education when face-to-face is not possible. Staff scheduling will be updated in 2022/2023 to an efficient platform that communicates effectively with County payroll. This new solution will increase ease of scheduling, decrease wait time to fill short notice vacancies, speed up the call-in process and offer secure staff viewing of the electronic schedule. The Leading-Edge Group has made this one of the LEAN priorities for their report. In addition, the consultants will be advising on change management as we prepare to move operations to the new facility.

CARF Accreditation 2022-2025

CARF's mission, vision, core values, and purposes

Mission

The mission of CARF is to promote the quality, value, and optimal outcomes of services through a consultative accreditation process and continuous improvement services that center on enhancing the lives of persons served.

Vision

Through responsiveness to a dynamic and diverse environment, CARF serves as a catalyst for improving the quality of life of the persons served.

Core values

All people have the right to be treated with dignity and respect.

All people should have access to needed services that achieve optimum outcomes.

All people should be empowered to exercise informed choice.

CARF's accreditation, research, continuous improvement services, and educational activities are conducted in accordance with these core values and with the utmost integrity.

In addition, CARF is committed to:

The continuous improvement of both organizational management and service delivery.

Diversity and cultural competence in all CARF activities and associations.

Enhancing the involvement of persons served in all CARF's activities.

Persons served being active participants in the development and application of standards of accreditation.

Enhancing the meaning, value, and relevance of accreditation to persons served.

Purposes

In support of CARF's mission, vision, and core values, CARF's purposes are:

- To develop and maintain current, field-driven standards that improve the value and responsiveness of the programs and services delivered to people in need of life enhancement services.
- To recognize organizations that achieve accreditation through a consultative peer-review process and demonstrate their commitment to the continuous improvement of their programs and services with a focus on the needs and outcomes of the persons served.
- To conduct accreditation research emphasizing outcomes measurement and management, and to provide information on common program strengths as well as areas needing improvement.
- To provide consultation, education, training, and publications that support organizations in achieving and maintaining accreditation of their programs and services.
- To provide information and education to persons served and other stakeholders on the value of accreditation.
- To seek input and to be responsive to persons served and other stakeholders.
- To provide continuous improvement services to improve the outcomes for organizations and the persons served and their community of influence.

The GPL will be preparing evidence for our CARF review in the 2024-2025 budget year.

Infection Prevention and Control Regulatory Compliance and Best Practices



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This initiative was supported by County Council and 2022 represents the first year the GPL has had dedicated staff for its Infection Prevention and Control Program. Planning for the IPAC program will continue into the 2024-2026 budget cycle.

Long Term Plan & Strategic Objectives

Innovate for Service Excellence

Ignite Economic Opportunity



Continued prudent fiscal management, examination of possible funding sources, maximizing existing resources. Looking ahead, I would like to assist in future opportunities to collaborate with the County Paramedic Department and OHT Northumberland. The Golden Plough Lodge wait list remains consistent at approximately 300+ at any given time which equates to almost 2 years. A partnership with Community Paramedicine and LTCHs would be of great

benefit to those mid to high acuity residents in Northumberland County waiting for space. It is encouraging to see that there is some year-to-year funding to the County Paramedic Department supporting a stay-at-home strategy through the Community Paramedic Program. This initiative is part of the province's modernization plan to address systemic barriers in long-term care bed development and the growing demand for long-term care.

CPLTC will be delivered by selected municipalities and District Social Services Administration Boards (DSSABs) in partnership with Local Health Integration Networks (LHINs) and Ontario Health Teams, where applicable. The purpose of the program is to keep individuals who are on the long-term care wait list, or who are soon to be eligible for Long-term care, stabilized in their illness trajectory and in their own homes for as long as possible. The program will do this through preventive and responsive care, such as home visits and remote patient monitoring.



Foster a Thriving Community

Continuance and enhancement of community partnership development, existing partnerships strengthened and expanded as appropriate and as opportunities arise. Ongoing solidification and implementation of a resident focused community through practice of the Eden Alternative Philosophy of Care. Continued close engagement with Golden Plough Lodge staff members, residents, families, Councils, and volunteers to ensure active participation in Continuous Quality Assurance.

Propel Sustainable Growth

Maintenance/refurbishment of existing infrastructure to ensure optimum resident care and provide a healthy, safe work environment and working conditions.

Champion a Vibrant Future

Establish a formal process for timely and ongoing Golden Plough Lodge Strategic Plan review, aligning with Northumberland County Strategic Planning process and content. Continue enhanced employee training, education and engagement through collaborative focus groups, joint internal committees, and ad hoc working groups. 2023 will be an exceptional year for change on many fronts. The GPL has retained the Leading-Edge Group to assess and advise on significant change management strategies. These initiatives will be vital in maintaining staff engagement through the move to the new facility, resolving labour contracts, and implementing improved processes.

