
2024 to 2026 Issue Paper

Dietary Services Future Staffing Requirements

Purpose

This issue paper outlines the need for increasing the hours of the existing Dietary staff complement (including the Registered Dietician) at the Golden Plough Lodge, rather than hiring additional staff.

Background

The Golden Plough Lodge is home to 151 residents. The resident population will increase to 180 when we move to the new home. These residents are cared for and supported by dedicated union and non-union staff members providing Nursing, Dietary Services, Life Enrichment, Environmental Services, Chaplaincy, Social Worker, Physiotherapy and Administrative Support.

The proposed staffing rotation involves distributing the extra hours allotted from the increased resident numbers into extra Cook's hours and extra Dietary Aide hours, which in conjunction with the proposed dining model will meet the nutritional and clinical needs of residents at our new home. The staffing model will allow for greater flexibility within the department and reduces heavy workloads, maximizes coverage and rest periods for staff.

The new dining model will be to provide a restaurant quality dining experience to the residents, providing more home-made items, utilizing local suppliers, and delivering a product that will be both consistent and nutritionally balanced.

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).



Consultation/Options

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.

With more requirements for therapeutic diets and texture and other clinical needs, we will have increased adaptability and the means to meet current and future needs. Additionally, Life Enrichment will be able to provide tailored small meal programs and introduce home baked and healthy snack options for resident programs.

The dining experience is very important to our residents, not only nutritionally but socially. This new model would provide residents with the best dining experience possible for a LTC home, as it will look, smell and be more nutritious than most if not all other LTC homes utilizing latest cooking and dietary technologies in the new home. This will provide for optimal health and livability for all our residents.

Financial Impact

The impact for increased wages and benefits costs is highlighted below by year as applicable. Further, increases to resident accommodations revenues attributed to the Dietary Departmental budget are also identified for each year.



	2024	2025	2026
Wages and Benefits	-	102,526	139,435
Resident Revenues	-	44,636	63,248
Net Annual Increase (Decrease)	-	57,890	76,188

This assumes first resident day in the new home subsequent to construction completion and allowing for a sufficient activation period. Allocation of resident accommodation revenues applicable to wages and benefits calculated based on estimated proportions as applicable. Also, assumes Ministry of Long-Term Care (MLTC) Development Funding for Training/Orientation sufficient to offset these costs during home activation period.

Risk Considerations

The new staffing model focuses on retaining our experienced staff by providing extra hours and hopefully negating the need for them to work two jobs. Staying with the current model could lead to staff retention issues, burnout of staff and this can impact the quality of service we provide to the residents and impact our ability to provide special event catering.

Staying with the current model would not improve the resident's quality of life either, as the cooking and food delivery system would be the same as at present, with little to no opportunity to improve the nutrition content via the cooking method, and no need for extra Cook's hours, so the reliance would be put back onto bought-in products, rather than home-made. Life Enrichment wouldn't not be able to utilize the equipment for their programming.

Impacts to Member Municipalities/Partners

N/A

Included in 2023 Long Term Plan:

Yes. As we plan for the new Long-Term Care Facility currently being constructed, we have reviewed our current staffing complement and recognize the opportunity to implement a new staffing and dining model that is compliant with the MLTC. This includes providing them with a staffing plan, as well as a schedule of training and orientation to the new build, prior to the occupancy date. We also recognize the need to be compliant with the FLTCA.

2024 to 2026 Issue Paper

Nursing Department Positions at the Golden Plough Lodge

Purpose

The purpose of this issue paper is to outline the needs for increases to Nursing Department staff at the Golden Plough Lodge. These Nursing positions include Registered Nurses (RN's), Registered Practical Nurses (RPN's), and Personal Support Workers (PSW's). The increase in positions for the Nursing Department are required to meet the complex care needs of residents at our new home, which will increase from 151 residents to 180 residents. As well this increase in positions will fulfill the Ministry of Health and Long-Term Care's (MLTC) mandate that all Long-Term Care homes staffing complement is at, or exceeds 4-hours of direct Nursing care, per resident, by 2024-2025 and support Northumberland County's strategic pillar to Foster a Thriving Community.

Background

The Golden Plough Lodge is home to 151 residents. The resident population will increase to 180 when we move to the new building. These residents are cared for and supported by dedicated union and non-union staff members providing Nursing, Dietary Services, Life Enrichment, Environmental Services, Chaplaincy, Social Worker, Physiotherapy and Administrative Support.

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 Golden Plough Lodge serves those whose health and care needs cannot be met in the community, requiring intensive personal care. Additionally, many residents present with conditions of cognitive impairment, ranging from mild to severe dementia as well as increasingly complex medical and mental health related care needs. Care is provided through means of a committed interdisciplinary team to fully support both residents and their families.

The Provincial government has committed to improving the lives of Long-Term Care home residents. The new Fixing Long-Term Care Act, 2021 (FLTCA), has set direct care targets of 4 hours of care per day, per resident, provided by RN's, RPN's and PSW's by March 31, 2025. 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.

Consultation/Options

The FLTCA has set mandatory direct care targets of 4 hours of care per day, per resident, provided by RN's, RPN's and PSW's by March 31, 2025.

MLTC targets for increased staffing levels by year are displayed below:

2021-22	2022-23	2023-24	2024-25
3 hours	3 hours 15 mins.	3 hours 42 mins.	4 hours

The Registered Nurses Association of Ontario (RNAO) have developed Best Practice Guidelines for health care providers across the Long-Term Care Home sector recommending staffing complements in each of the Nursing disciplines (NP, RN, RPN), as well as Personal Support Workers, that support best practice, and best quality care.

The Golden Plough Lodge has also taken these Best Practice Guidelines into account, to ensure alignment with best practice staffing compliments.

A current and future state staffing review was also conducted by a third-party, Leading-Edge Group, and concluded that increases in direct care staffing, RNs, RPNs and PSWs was required to meet the FLTCA mandated direct care targets, as well as to support the staffing needs as Golden Plough Lodge increases from the current 151 residents to 181 residents at the new facility.

Financial Impact

The Provincial government has committed to providing Long-Term Care Home's funding, and this has included an investment of up to \$270 million in 2021-22 and up to \$673 million in 2022-23, and \$1.2 billion in 2023-24 to support long-term care home licensees to increase the system-level average of direct care provided by RNs, RPNs, and PSWs per resident, per day to four hours by March 31, 2025. This is part of the province's \$4.9 billion commitment to retain and hire more LTC staff by 2024-25. The



government has further committed to an investment of \$1.82 billion to support staffing increases in the 2024-25 fiscal year.

The impact for wages and benefits costs from increasing staffing hours moving to the mandated 4hrs of care per resident per day and for increasing bed complement from 151 to 180 is highlighted below by year as applicable. Further, increases to revenues for Supplementary Staffing Funding, NPC funding envelope and resident accommodations attributable to wages/benefits are also identified for each year.

	2024	2025	2026
Wages and Benefits	780,820	2,599,350	3,314,799
Funding/Resident Revenues	867,526	2,688,677	3,402,082
Net Annual Increase (Decrease)	(86,706)	(89,327)	(87,283)

The net impact to the levy is forecasted to be favorable as the amount assumed to be received in Supplementary Staffing Funding exceeds associated costs as a result of the Golden Plough Lodge providing hours of care prior to the required increases that exceeded MLTC standards. There is a sufficient liability established should there be any clawbacks in funding upon annual reconciliation with MLTC.

This assumes first resident day in the new home subsequent to construction completion and allowing for a sufficient activation period. Allocation of funding and resident accommodation revenues applicable to wages and benefits calculated based on estimated proportions as applicable. Also, assumes MLTC Development Funding for Training/Orientation sufficient to offset these costs during home activation period.

Risk Considerations

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 FLTCA states in section 4, failure to achieve a target, if a target set out in this Part or under the regulations is not achieved, the Minister shall (a) identify the reasons for the failure to achieve the targets, including any barriers and risks; and (b) develop and include a plan that specifies the measures that were implemented to achieve the target and the reasons for the failure to do so, and that contains proposed strategies to assist in achieving the target, or proposed steps to be taken to assist in achieving the target.

Impacts to Member Municipalities/Partners

N/A

Included in 2023 Long Term Plan:

Yes. As we plan for the new Long-Term Care Facility currently being constructed, we have reviewed our current staffing complement and recognize the number of new positions that will be required to staff the larger building and the increased resident population fully and adequately. Occupancy planning is currently underway with the MLTC, and this includes providing them with a staffing plan, as well as a schedule of training and orientation to the new build, prior to the occupancy date. We also recognize the need to be compliant with the FLTCA and the direct care hours as mandated.



2024-2026 Issue Paper

Resident & Family Services Staffing – Golden Plough Lodge

Purpose

To request the addition of three full time Life Enrichment Aides and associated costs and hours be added to the Golden Plough Lodge budget and organization chart.

Background

This proposed increase in staffing is based primarily on a review conducted by the Leading-Edge Group for a future state staffing model in the new home. The *“Fixing the Long-Term Care Act, 2021”* (FLTCA) requires thirty-six minutes of Allied Health Professionals care per Resident per day. This includes Life Enrichment, Spiritual Advising, Physiotherapy, Social Work and Dietician, etc. Currently, the Life Enrichment Department in addition to the other Allied Health hours is reaching twenty-seven minutes of direct care per day. The Leading-Edge Group proposed a staffing model of adding two more full-time Life Enrichment Aides which would, including the other Allied Health professionals, bring the Golden Plough Lodge (GPL) up to thirty minutes of direct care per day. This issue paper is requesting three full-time Life Enrichment Aides to bring the GPL even closer to the required thirty-six minutes of direct care per day.

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.

The greenhouse will be an accessible programming space where Residents of all abilities can grow herbs, vegetables, fruit, and plants year-round. This adaptive space will enable Residents and their loved ones to engage with nature in an activity that is familiar. This space will also open to an expansive outdoor space where Residents enjoy the outdoor views.

The sensory/media room will be where Residents can engage with their senses. In our present Home, this type of programming has proven to be an important behaviour intervention to ease agitation and promote calm and rest. This new space will be equipped with technology that allows the Residents to be submersed in a sensory experience. This space will have the ability to bring Residents back to their neighbourhoods through projected scenes on all four walls as well as bringing them to places of calm like the ocean or forest. Additionally, this space will allow Residents to watch movies with their loved ones in a private and relaxing atmosphere.

In the existing GPL, the family café has become a place of community for Residents, staff and families. Present staffing only allows for the existing café to be open four hours a week due to a Life Enrichment Aide having to leave their home area to be in the café. Ideally, the new family café will be open seven afternoons a week, which will require a dedicated staff member.

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.

For these spaces to be an ongoing success, a considerable increase in staffing is needed for the department. Backfilling coverage in the Life Enrichment Department is vital to enhancing the quality of life of all Residents. Currently, there are five home areas within the GPL and one full time Life Enrichment Aide assigned to each home area. They each work thirty-five hours a week with two days off without coverage. Historically, the Life Enrichment department has not had backfill coverage, and this is still a detriment to Resident care.



The requirement of the FLTCA of thirty-six minutes of direct care per day per Resident, the addition of twenty-nine Residents, the ongoing need for backfill coverage and the upcoming three new spaces, the Life Enrichment Department needs to expand to meet these exciting changes. It is therefore recommended that an increase of three full time Life Enrichment Aide positions would be needed in the Life Enrichment Department's ability to not only meet requirements but to also provide the most meaningful and engaging programming for Residents and their families.

Financial Impact

The impact for increased wages and benefits costs is highlighted below by year as applicable. Further, increases to Ministry of Long-Term Care (MLTC) Program and Support Services Funding Envelope and resident accommodations revenues attributed to the Life Enrichment Departmental budget are also identified for each year.

	2024	2025	2026
Wages and Benefits	-	159,705	217,035
Funding / Resident Revenues	-	105,765	150,704
Net Annual Increase (Decrease)	-	53,940	66,331

This assumes first resident day in the new Home subsequent to construction completion and allowing for a sufficient activation period. Allocation of funding and resident accommodation revenues applicable to wages and benefits calculated based on estimated proportions as applicable. Also, assumes MLTC Development Funding for Training/Orientation sufficient to offset these costs during home activation period.

Risk Considerations

- An inability to meet MLTC service levels and expectations and provide sufficient satisfactory support to Residents and families.
- Not having enough Life Enrichment staff to adequately support 29 new beds.
- Continuous gaps of Life Enrichment care with lack of backfill.
- Not fulfilling Leading Edge's recommendation of having each home area covered seven days a week.
- Not having enough staff to support new Life Enrichment spaces.



Impacts to Member Municipalities/Partners

N/A

Included in 2023 Long Term Plan:

Yes. As we plan for the new Long-Term Care Facility currently being constructed, we have reviewed our current staffing complement and recognize the number of new positions that will be required to staff the larger building and the increased resident population fully and adequately. Occupancy planning is currently underway with the MLTC, and this includes providing them with a staffing plan, as well as a schedule of training and orientation to the new build, prior to the occupancy date. We also recognize the need to be compliant with the FLTCA and the thirty-six minutes of Allied Health Professionals care per Resident per day as mandated.



2024 to 2026 Issue Paper

Environmental Services Staffing – Golden Plough Lodge

Purpose

The purpose of this Issue Paper is to outline the need for increasing the staffing hours for Environmental Services staff at the Golden Plough Lodge.

Background

Environmental Services staffing comprises the Housekeeping, Maintenance and Laundry Departments at the Golden Plough Lodge.

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 of the proposed staffing additions from the model are being recommended to commence prior to relocation to the new home to address immediate needs for meeting Infection Prevention and Control (IPAC) standards and to facilitate tasks for activation planning and transition activities to the new home.

Consultation/Options

A current and future state staffing review was conducted by a third-party, the Leading-Edge Group. They reviewed/recommended the required staffing needs as the Golden Plough Lodge increases from the current 151 residents to 180 residents at the new facility and increases in size from ~100,000 square feet to ~203,000 square feet.

Based on this review, detailed below are the proposed changes by each of the Environmental Services Departments:

Housekeeping Department



Currently, within the Housekeeping Department there are 4 full-time and 6 part-time Housekeeping Aides.

The 2024 budget proposes adding 2 part-time Housekeeping Aides allowing for an additional 4 hours per day specific to IPAC cleaning activities. This advances timing of the recommendation from the proposed Leading Edge model. Adding the 2 part-time staff in 2024, prior to moving to the new home, is essential to meet current legislative requirements under the Fixing Long-Term Care Act (FLTCA) for IPAC standards. Previously, additional cleaning hours to meet the latest IPAC standards had been funded by the Covid Prevention and Containment Funding Program that is no longer being funded by the Ministry of Long-Term Care (MLTC).

The 2025 budget proposes the addition of 4 full-time Housekeeping Aides versus the recommendation of 6 from the Leading-Edge model based on efficiencies to be achieved with workflows and greater ease of cleaning with more modern healthcare-standard furniture, equipment and building surfaces.

Facilities Department

Currently the Facilities Department is comprised of 1 full-time and 1 part-time Environmental Support / Handy Person.

The Leading-Edge model recommends the addition of 1 full-time and 1 part-time staff for the new home.

Proposed for the 2024 Budget is commencement of the full-time position in quarter 3 of 2024 to assist with Facilities activation planning and associated tasks for transition to the new home. During activation planning there will be the need to plan for and oversee operations of both facilities and coordination and oversight of activation activities related to furniture, fixture and equipment setup, shipping and receiving, security, etc.

Proposed is commencement of the part-time position concurrently with opening of the new home.

This proposed staffing model provides minimum on-site staffing requirements to effectively carry out repair/maintenance activities for building and equipment and facilitating resident moves recognizing the doubling in square footage of the new facility and the additional residents. Subsequent to occupancy in the new home and upon greater understanding of building systems and needs, staff will review possible synergies with the Public Works Facilities Department for contract management oversight and enhancing utilization of internal skilled trades to find efficiencies.

Laundry Department



Currently, the Laundry Department is comprised of 4 part-time Laundry Aides working days with 2 staff on 7 days a week and 1 part-time dedicated to Paramedic Laundry for 12 hours a week.

Proposed is an increase to add part-time staff and hours to support 3 part-time staff daily 7 days a week concurrent with the opening of the new home. This is based on an anticipated increase in laundry from the current ~1,600lbs to ~2,100lbs, representative of a 31% increase, and an increase in volume for Paramedics laundry estimated at 15% per annum.

Financial Impact

The impact for increased wages and benefits costs for all the Environmental Services Departments as consolidated is highlighted below by year as applicable. Further, increases to the MLTC Other Accommodation Funding Envelope and resident accommodations revenues attributed to the Environmental Services Departmental budget are also identified for each year.

	2024	2025	2026
Wages & Benefits	97,328	427,829	523,890
Funding / Resident Revenues		239,787	344,821
Net Annual Increase (Decrease)	97,328	188,041	179,069

This assumes first resident day in the new Home subsequent to construction completion and allowing for a sufficient activation period. Allocation of funding and resident accommodation revenues applicable to wages and benefits calculated based on estimated proportions as applicable. Also, assumes MLTC Development Funding for Training/Orientation sufficient to offset these costs during home activation period.

Risk Considerations

The risks associated with not increasing staffing as contemplated by the Leading Edge future state staffing review include:

- Residents and staff health and safety.
- Residents' quality-of-life.
- Inability to meet FLTCA, IPAC and International Sanitary Supply Association (ISSA) standards.



- MLTC routine inspections of the home pose risk of compliance orders if not meeting standards.
- Reputational damage.
- Reduction in service levels.

Included in 2023 Long Term Plan

Yes. As we plan for the new Long-Term Care Facility currently being constructed, we have reviewed our current staffing complement and recognize the number of new positions that will be required to staff the larger building and the increased resident population fully and adequately. Occupancy planning is currently underway with the MLTC, and this includes providing them with a staffing plan, as well as a schedule of training and orientation to the new build, prior to the occupancy date.

2024-2026 Issue Paper

Golden Plough Lodge Logistics Coordinator

Purpose

The purpose of this issue paper is to request a dedicated Logistics Coordinator position at the Golden Plough Lodge (GPL). This position would enhance the services at the GPL through the improvement of organizational efficiency and improved supply chain management, supporting the strategic pillar of Innovate for Service Excellence.

Background

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.

Maintaining the necessary inventory for all Residents of the GPL, as we plan for transition to a larger building and larger Resident population, grows more complex with each acquisition and expansion. Making sure the GPL Residents have the right supplies, including Government stock medications, oxygen supplies, lab supplies, incontinence care supplies, ostomy/catheter supplies, tube feeding supplies, IV supplies, wound care supplies, personal protective supplies, etc., becomes increasingly challenging and expensive during times of growth.

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.

An inventory management system is critical in a Long-Term Care Home setting, as tracking and management of inventory supply levels is crucial to quality Resident care and fiscal responsibility. Any inaccuracies lead to waste, in both time and money, and Residents not having the required supplies in a timely manner. Long Term Care Homes must meet anticipated demands and have an inventory process flow that is consistent and ensures timely access to needed supplies, ensures expiry dates are audited and tracked, and reduces waste of products with accurate usage tracking.



Inventory control is required to ensure proper management of vendor contracts, including PPE, Oxygen, Wound Care, and Incontinence Products. This includes more efficient supply ordering, with less error, waste and automatic reordering systems with vendors.

Consultation/Options

The Logistics Coordinator supports the nursing and Resident care services team. They would be responsible for inventory, maintaining supply needs, ordering for nursing supply rooms and Resident Home Areas and other assigned projects for designated programs. The Logistics Coordinator would oversee and manage the ordering, inventory tracking and distribution processes, of all supplies needed throughout the home. This would include the incontinence supplies, ensuring Residents receive the correct supply and size of products as determined by the care team. The Logistics Coordinator would collaborate with the Wound Care Nurse to ensure wound care supplies are ordered, inventoried, and maintained. Collaborates with the Infection Prevention and Control (IPAC) Coordinator to ensure proper inventory and ordering of all required personal protective supplies.

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.

The Logistics Coordinator will play a vital role in the transition to the new home which will require significant effort for set up of required inventory levels prior to Resident moves, while maintaining sufficient stock in the existing home.

To coincide with the hiring of a Logistics Coordinator, Inventory Management Software will be implemented to maintain integrity of materials management processes and ensure inventory is at optimal levels.

Financial Impact

Assumes commencement of role in second quarter of 2024 allowing for implementation of software solution, activation planning and associated tasks for transition to the new home.

Salary costing inclusive of benefits and associated employer payroll costs:

YEAR	2024	2025	2026
COST	\$51,870	\$70,543	\$71,954

In addition, a placeholder for implementation of an inventory management software solution estimated at a total cost of \$50,000 is proposed in 2024.

Risk Considerations

Risk considerations for not having a Logistics Coordinator include:

- Inaccurate inventory controls resulting in increased costs associated with expired products and unnecessary waste.
- Inability to maintain optimal inventory levels without data on total level of inventory items situated throughout the home.
- Inability to identify inventory loss from analytics – waste, theft, etc.
- Inventory control practices are reviewed by Ministry of Long-Term Care during routine inspections of the home posing risk of compliance orders and fines.



Included in 2023 Long Term Plan: YES/NO

No. This is a request for a new position previously not contemplated. As occupancy planning progresses for the new building, it has become evident that a Logistics Coordinator is required to ensure accurate management of home-wide inventory and supply chain.

2024 to 2026 Issue Paper

Golden Plough Lodge Environmental Services Department Reserve Strategy

Purpose

To set up an Environmental Services capital investment financing strategy for machinery/equipment replacements and facility major or extraordinary maintenance/renewal activities.

Background

Currently the Environmental Services Department at the Golden Plough Lodge finances capital type works through the annual levy. Moving to a multi-year reserve strategy to support a capital investment framework for machinery/equipment replacements and facility major or extraordinary maintenance/renewal activities is incorporated already in most County Departments with capital intensive requirements.

The Environmental Services Department is responsible for capital assets inclusive of most major Nursing equipment such as mechanical lifts and beds, laundry equipment and the Golden Plough Lodge facility.

A multi-year Asset Management Plan and reserve financing strategy aims to maximize the long-term value of all assets, meet service levels and legislative requirements while ensuring safety and wellbeing of residents and staff.

The historical trend for capital type expenditures at the Golden Plough Lodge has averaged close to ~\$300K per annum.

Consultation/Options

This issue paper proposes establishing a reserve financing strategy for recurring annual contributions to the Golden Plough Capital Reserve with funds drawn from the reserve each year based on identified capital needs.

Under this reserve financing strategy, a set recurring annual transfer to a capital reserve eliminates volatility in the annual levy to a consistent reserve contribution. This replaces



the current model with financing annual capital requirements directly from the levy which can fluctuate year-over-year and create volatility as needs can vary significantly based on identified needs in each year.

The proposed reserve strategy also incorporates establishing and building reserve funds over time allowing for contingency financing for any unforeseen capital requirements or emergency needs.

Financial Impact

In 2024, \$94.4K of contingency levy financing is anticipated for capital requirements in the existing facility to meet legislative and health/safety requirements of residents and staff only as absolutely required. Any unused funds would be allocated to the Golden Plough Lodge Capital Reserve.

From 2025 onwards, a \$300K annual reserve contribution is contemplated which approximates the 2012-2021 average annual capital budget trend for the existing facility of \$282K.

Annual reserve contributions would be reassessed after a period of occupancy at the new facility with a more established understanding of asset lifecycles and based on an updated asset management plan.

Detailed below is a continuity of the currently high-level anticipated annual capital needs, reserve contributions and reserve balances forecasted to 2034:

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Estimated Costs	94,400	82,500	184,100	142,000	178,500	156,800	95,100	215,500	198,250	292,500	301,250	1,940,900
Reserve Contribution		300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
Reserve Balance		217,500	333,400	491,400	612,900	756,100	961,000	1,045,500	1,147,250	1,154,750	1,153,500	

As displayed above, by 2034, the reserve is anticipated to reach a balance of \$1.2M. Minimal capital needs for the initial years at the new home are anticipated; however, it ultimately will experience heightened capital needs and costs in future years. The replacement of 150 beds purchased for the new home are anticipated to commence in ~2035 as they reach end of life at a cost of ~\$800K. Further, there is the need to have funds for replacement/rehabilitation of major building components as the facility ages and for unforeseen contingencies.



Risk Considerations

Without a reserve strategy in place there is a significant risk of not having sufficient financing to allow for unforeseen needs or emergency/extraordinary capital requirements. Conversely, a reserve strategy provides a source of financing for not only identified future capital needs but provides contingency financing as well.

A consistent annual contribution to the reserve, as financed by the levy, ensures that there is no volatility in the levy requirement year-over-year as capital needs can fluctuate substantially in each year.

A reserve strategy minimizes risk of not being able to meet existing and future legislative and health and safety requirements.

The risk of not being able to meet asset renewal needs as identified in asset management plans is mitigated to a large extent with building reserves in a formal long-term reserve financing strategy.

Without having sufficient reserves in place for financing investments in capital asset replacements and rehabilitation typically results in increased maintenance/repair costs and an inability to meet service level standards.

Impacts to Member Municipalities/Partners

N/A

Included in 2023 Long Term Plan:

No

2024 to 2026 Issue Paper

Golden Plough Lodge Dietary Services Department Reserve Strategy

Purpose

To set up a Dietary Services capital investment financing strategy for machinery/equipment replacements.

Background

Currently the Dietary Services Department at the Golden Plough Lodge finances capital type works through the annual levy. Moving to a multi-year reserve strategy to support a capital investment framework for machinery/equipment replacements and facility major or extraordinary maintenance/renewal activities is incorporated already in most County Departments with capital intensive requirements.

A multi-year Asset Management Plan and reserve financing strategy aims to maximize the long-term value of all assets, meet service levels and legislative requirements while ensuring safety and wellbeing of residents and staff.

Consultation/Options

This issue paper proposes establishing a reserve financing strategy for recurring annual contributions to the Golden Plough Capital Reserve with funds drawn from the reserve each year based on identified capital needs.

Under this reserve financing strategy, a set recurring annual transfer to a capital reserve eliminates volatility in the annual levy to a consistent reserve contribution. This replaces the current model with financing annual capital requirements directly from the levy which can fluctuate year-over-year and create volatility as needs can vary significantly based on identified needs in each year.

The proposed reserve strategy also incorporates establishing and building reserve funds over time allowing for contingency financing for any unforeseen capital requirements or emergency needs.



Financial Impact

From 2024 onwards, a \$50K annual reserve contribution is contemplated.

Annual reserve contributions would be reassessed after a period of occupancy at the new facility with a more established understanding of asset lifecycles and based on an updated asset management plan. Reserve contributions will be adjusted accordingly such that funds are aligned with identified and substantiated needs.

Detailed below is a continuity of the currently high-level anticipated annual capital needs, reserve contributions and reserve balances forecasted to 2034:

Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034*	Total
Ice Machine	6,000	6,000					14,000	14,000				
20 QT. Mixer	5,000	5,000										
Blixer 6v	7,000	7,000						8,000	8,000			
Hot Hold Unit	10,000											
Induction Range			35,000									
Induction Griddle			16,000									
Estimated Costs	28,000	18,000	51,000				14,000	22,000	8,000			
Reserve Contribution	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Reserve Balance	22,000	54,000	53,000	103,000	153,000	203,000	239,000	267,000	309,000	359,000	409,000	459,000

As displayed above, by 2034, the reserve is anticipated to reach a balance of \$459K. Minimal capital needs for the initial years at the new home are anticipated; however, it ultimately will experience heightened capital needs and costs in future years as major capital items will be coming to end of life. This includes large equipment such as ovens, ranges, dishwashers, industrial cold storage as well as smaller appliances and serveries equipment.

Risk Considerations

Without a reserve strategy in place there is a significant risk of not having sufficient financing to allow for unforeseen needs or emergency/extraordinary capital requirements. Conversely, a reserve strategy provides a source of financing for not only identified future capital needs but provides contingency financing as well.



A consistent annual contribution to the reserve, as financed by the levy, ensures that there is no volatility in the levy requirement year-over-year as capital needs can fluctuate substantially in each year.

A reserve strategy minimizes risk of not being able to meet existing and future legislative and health and safety requirements.

The risk of not being able to meet asset renewal needs as identified in asset management plans is mitigated to a large extent with building reserves in a formal long-term reserve financing strategy.

Without having sufficient reserves in place for financing investments in capital asset replacements and rehabilitation typically results in increased maintenance/repair costs and an inability to meet service level standards.

Impacts to Member Municipalities/Partners

N/A

Included in 2023 Long Term Plan:

No