

2011 Business Plan & Budget

Northumberland County - Golden Plough Lodge Long Term Care Home

Mission Statement

The Golden Plough Lodge specializes in long term care services,
delivered by a qualified, caring staff;
respectfully promoting independence and enhancing quality of life.

“We work in our residents’ home; they do not live in our workplace”.

Service Description

The Golden Plough Lodge is a Long Term Care Home serving adults whose needs can no longer be met within the community, whose medical conditions are relatively stable and who do not require intense, ongoing intervention by physicians and other health care professionals. Notwithstanding, residents may have a serious condition requiring intensive personal care or complex medical needs requiring nursing expertise.

Description of Service Components

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* and licensed by the Ministry of Health and Long Term Care to provide care for 151 residents. Resident care is comprised of three broad components; accommodation, hospitality services and health services.

➤ **Accommodation**

- Lodging
- Provision of meals and snacks
- Environmental services; laundry, housekeeping and building maintenance
- Administration

➤ **Hospitality Services**

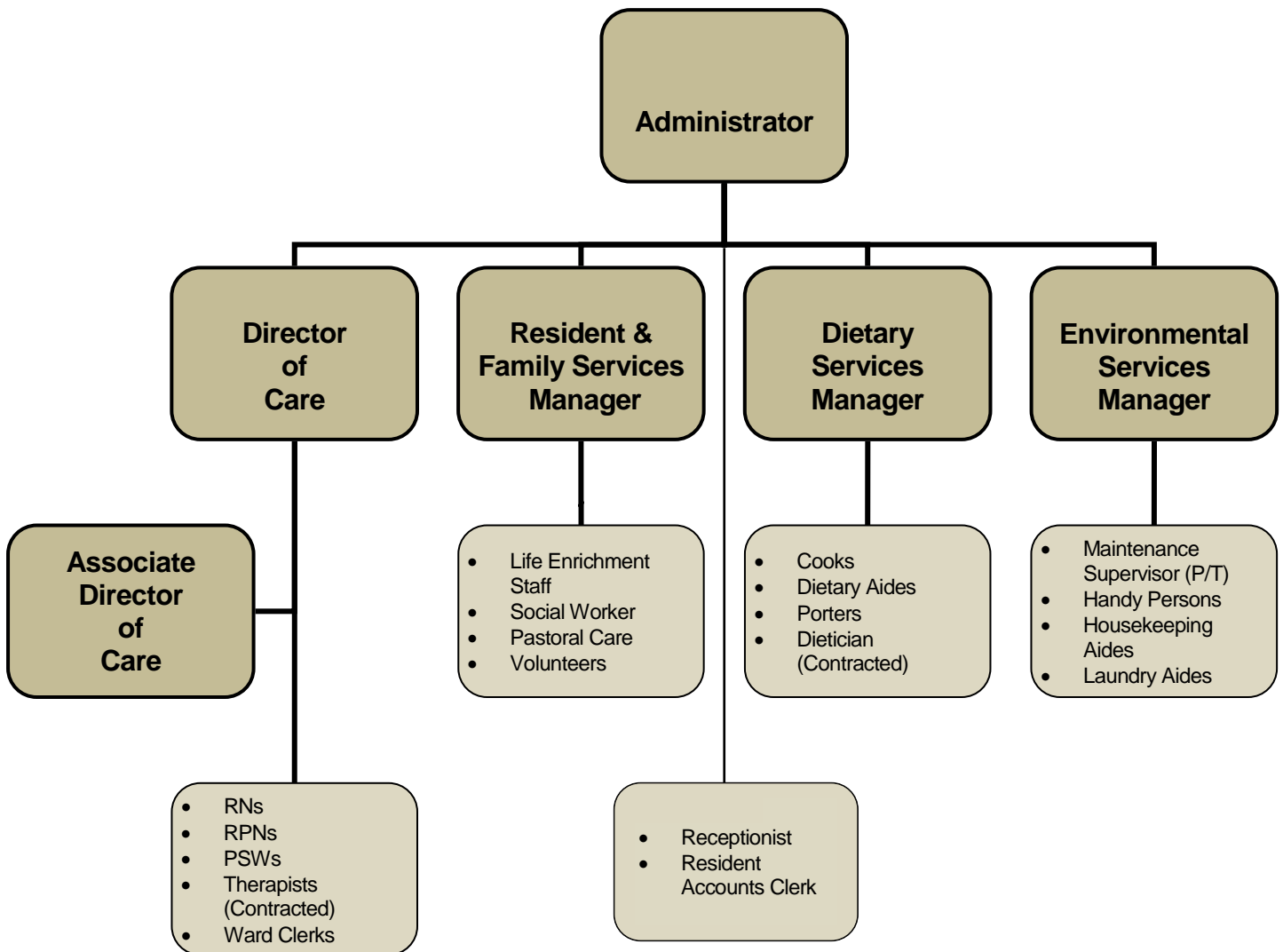
- General Recreation
- Activation Programs
- Spiritual Programs
- Social Programming

➤ **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

Service Description continued:

Golden Plough Lodge Organizational Chart



The Golden Plough Lodge employs 190 full and part time, unionized and non-unionized employees. Unionized employees are represented through collective agreements with the Canadian Union of Public Employees (Local 1748) and the Ontario Nurses' Association.

Service Description continued:

Funding Component Descriptions:

The Golden Plough Lodge is funded through three distinct revenue sources; the Ministry of Health and Long Term Care (MOHLTC), Resident Accommodation Revenue and the County of Northumberland Levy Contribution.

Ministry of Health & Long Term Care Funding:

Funding Envelopes	Resident per diem funding as at July 01, 2010	Service Envelope Description
Nursing & Personal Care	82.28	Resident nursing and care requirements based upon assessed individual needs.
Program & Support Services	8.09	Resident restorative and social programs inclusive of registered dietician services.
Raw Food	7.33	Resident meals and snacks inclusive of specialized dietary requirements.
Other Accommodation	49.81	Resident indirect needs; administration, housekeeping, laundry, dietary services and facility maintenance.
Total resident per diem funding	\$ 147.51	

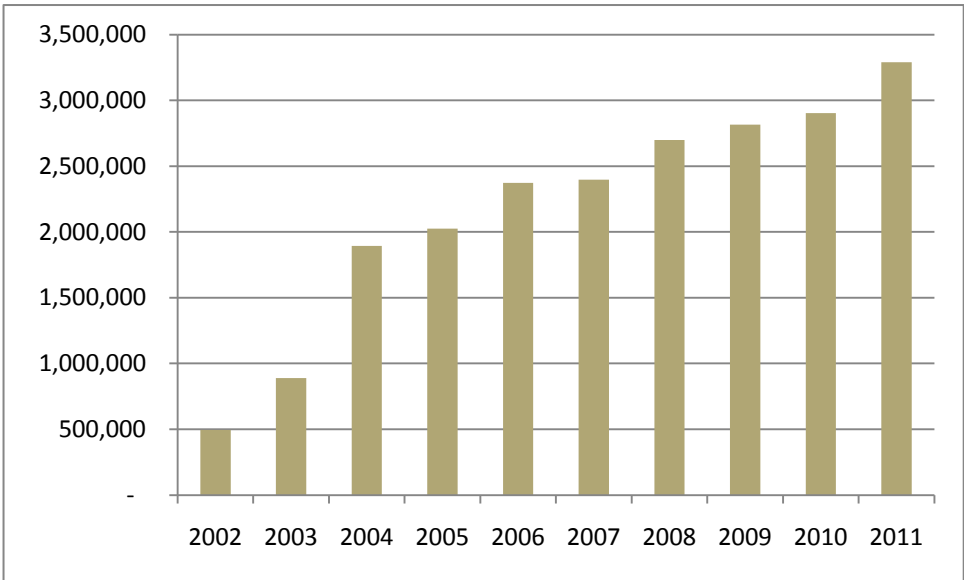
Resident Accommodation Revenue:

The MOHLTC directs and sets fees for Resident accommodation; accommodation costs are recovered through Resident payments remitted to the Golden Plough Lodge.

Resident Room Accommodations	Resident per diem fees as at July 01, 2010	Accommodation Description
Basic (85 beds; includes 1 respite bed)	53.23	Two residents; shared sleeping space and shared bathroom
Semi Private (41 beds)	61.23	Two residents; separate sleeping space and shared bathroom
Preferred (25 beds)	71.23	One resident; private sleeping space and bathroom

County of Northumberland Levy Contribution:

As a municipally owned and operated Long Term Care Home, operating costs over and above MOHLTC Funding and Resident Accommodation Revenue are met through a municipal levy contribution. Increased operating costs, lower occupancy rates and decreased acute care needs resulted in increased levy contributions. As a result of operational efficiencies implemented in 2010, budgeted levy contributions have decreased and begun to stabilize. The 2011 Levy Contribution is budgeted at \$3,290,696 and includes four issue papers totaling \$ 101,000. The levy increase in 2011 reflects additional reserve contributions of \$250,000 made available through the ODSP cost upload. It also reflects a change in accounting policy to fully allocate all overhead and corporate department charges to each operating department.



Environmental Scan

Demographics

As per the trend across Canada, birth and death rates in Northumberland County have declined. In the last reported census of 2006, Northumberland County residents aged 65 years and over made up 19.6 % of the population; 1,985 of those residents were over the age of 85 years, Northumberland women aged 65 years and over outnumbered their male counterparts by 1,755 and widows made up 79% of the reported widowed population. This increase in an aged, female dominated population is clearly reflected in the current resident population of the Golden Plough Lodge.

Economic Factors

From 2005 to 2009, the Golden Plough Lodge experienced a significant drop in revenue attributable to extended periods of decreased resident occupancy and insufficient resident care documentation, both of which are significant determinants in annual Ministry of Health and Long Term Care (MOHLTC) funding calculations.

In addition, operating costs continued to climb, primarily in nursing salary costs and facility maintenance expenditures associated with an aging physical infrastructure. These factors resulted in increased municipal levy contributions to offset experienced financial shortfalls. In 2010 a series of financial strategies were put into place which have served to maximize revenue sources and stabilize operational costs.

Situational Summary - Long Term Care System Transformation

As an integral component in the MOHLTC's transformation of Health Care Services in Ontario, the Long Term Care sector is currently undergoing significant and concurrent changes.

Contained within a three year roadmap spanning 2010 to 2013, MOHLTC objectives are to:

- Improve the resident experience to promote a high-quality of life for all residents
- Improve the safety and effectiveness of care provided in Long Term Care Homes
- Build capacity and strengthen accountability in the Long Term Care Sector

Current Long Term Care change initiatives include;

- **Long Term Care Home Act, 2007 (LTCHA)** - proclaimed July 01, 2010, the *LTCHA, 2007* is the cornerstone of the government's strategy in improving and strengthening resident care in Ontario's long term care homes and replaces all previous legislation, serving as the single legislative governing authority. The act emphasizes a resident focused model of care, significant involvement of Resident & Family Councils and greater public reporting and transparency.
- **Long-Term Care Service Accountability Agreement (L-SAA)** - Local Health Integration Networks (LHINs) are an important component in the MOHLTC agenda of regionally coordinated and integrated health care services. As the LHINs continue to evolve, they have assumed responsibility for long term care accountability and funding through Long Term Care Service Accountability Agreements. The Golden Plough Lodge 2010-2012 L-SAA is administered by the Central East LHIN and was officially signed and executed July 01, 2010.
- **Long Term Care Home Compliance Transformation Project** - the MOHLTC Compliance Management Program monitors all long term care homes in Ontario on an ongoing basis, inspecting performance at least once a year to ensure compliance with provincial legislation, regulations, standards and policies. Strongly influenced by the *LTCHA, 2007*; the ministry has made major enhancements to this program including new regulations to replace the existing Program Standards Manual (over 400 standards and criteria), its framework and inspection program as a means to enhance public reporting and transparency.

- **Resident Assessment Index – Multiple Data Set (RAI-MDS) Documentation** – all long term care homes in Ontario are in the process of transitioning from the Case Mix Index (CMI) resident assessment methodology to that of RAI-MDS; a comprehensive resident assessment tool which captures information for improving care planning capabilities and enables continuous quality improvement. Standardized data collection and reporting through MDS also serves to enhance data utilized by LHINs and the MOHLTC for system planning, management and determination of Long Term Care funding allocations.
- **Long Term Care Capital Redevelopment** – under the MOHLTC's Renewal Strategy, long term care beds built prior to 1998 must undergo renovation or renewal. All long term care homes with beds classified as B & C, such as the Golden Plough Lodge, must be redeveloped by 2025 in cooperation and coordination with the LHIN and MOHLTC. While some funding is available through the MOHLTC, the enormity of this project will take significant financial planning and resource management.
- **Additional changes in the Long Term Care (LTC) sector include;**
 - MOHLTC review of the LTC funding framework and new funding allocation model,
 - MOHLTC implementation of a new LTC staffing model,
 - Residents First implementation, a LTC capacity building initiative,
 - Ontario Healthcare Reporting Standards/Management Information System (OHRIS/MIS) reporting; standardized collection of LTC financial data, and
 - Ontario Health Quality Council public reporting of LTC indicators and results as a means to further system transparency.

As the Long Term Health Care sector undergoes system transformation, the Golden Plough Lodge will continue to experience challenges in implementation and adjustment to a rapidly changing health care environment. While the transformation process is implemented and further developed, it will be crucial to continue to provide a stable, caring and quality focused environment to support residents, families and staff members through this period of systemic change.

2010 Accomplishments

The Golden Plough Lodge achieved a number of notable accomplishments during 2010;

- ✓ *The completion of year one recommendations of the three year Golden Plough Lodge Operational Review and Implementation Plan*
- ✓ *Initial implementation of a resident focused model of care - the Eden Alternative Philosophy*
- ✓ *Strengthened and expanded interdivisional working relationships with Northumberland County Operating Divisions*
- ✓ *The successful implementation of the RAI-MDS data collection system*
- ✓ *The use of internal resources to create upgraded resident living areas*
- ✓ *The implementation of an annual Golden Plough Lodge physical plant preventative maintenance program*
- ✓ *Consistent and ongoing identification and implementation of operational cost efficiencies*

2011 Service Objective and Related Work Initiatives

2011 Key Initiatives

1. Implementation of a Resident Focused Model of Care (The Eden Alternative Philosophy)
2. RAI/MDS Transition
3. Restorative Care Philosophy and Education
4. Facility Quality & Risk Management
5. Living Environment Enhancements
6. Fiscal Accountability
8. Training Initiatives; Nursing Scope of Practice
9. Communication Strategy; Staff and Stakeholders
10. *LTCHA*, 2007 Compliance

2011 Work Initiatives

Long Term Care Homes Act, 2007 – Highlights of Enhanced Legislative Requirements

- *Fundamental Principles & Interpretation*
- *Resident's Rights, Care & Services*
- *Admission of Residents*
- *Councils; Residents' and Family*
- *Operation of Long Term Care Homes*
- *Funding*
- *Licensing*
- *Compliance & Enforcement*
- *Administration*

Operational Review Implementation Plan

In the fall of 2008, the consulting firm of Bessant Pelech Associates was engaged to conduct an operational review of the Golden Plough Lodge based upon the following service objectives:

1. To identify where there were unusually high costs, focusing on 2009 budget pressures.
2. To identify how and where costs could be reduced to come into line with the top 10% of lowest Eastern Ontario County Levies.
3. To identify where and how efficiencies could be captured in Golden Plough Lodge operations.

The operational review was completed in August 2009. Its 151 individual recommendations and over 400 related action plans were subsequently developed into a *Golden Plough Lodge Operational Implementation Plan*, detailing work priorities and completion timelines over a three year time period. Identified priorities for *year one* have been implemented and *year two* work priorities will remain the framework for 2011 Service Objectives and Work Related Initiatives.

Year Two - Operational Implementation Highlights

- **Organizational Structure;** *Implementation of a Resident Focused Model of Care*
- **Visioning and Strategic Planning;** *Review of Golden Plough Lodge Mission, Vision and Values*
- **Quality & Risk Management;** *Operational Policies & Procedures, Refinement of Committee Structures, Quality & Risk Management*
- **Sound Operational Practices;** *Infection Control, Compliance with Standards, Legislation and Regulations*
- **Healthy Organizational Culture;** *Accountability, Communication, Staff Development*
- **Financial Accountability;** *Managing Resources*
- **Accountability and Human Resources;** *Modified, Accommodated and Transitional Work Program*
- **Application of Technology;** *Investment in Technology and Computer Literacy Training*
- **Nursing and Personal Care;** *RAI/MDS implementation, Nursing Leadership Model, Resource Utilization*
- **Program and Support Services;** *Restorative Care Programs, Program Development ,Building Volunteerism*
- **Accommodation;** *Maximizing Revenue, Living Environment Enhancements, Preventative Maintenance Program*

2011 Forecast & Strategic Priorities

As detailed previously, the Golden Plough Lodge will continue to be involved in numerous changes through the transformation of the Long Term Health Care sector in Ontario. Legislative requirements of the new *LTCHA, 2007* and year two Operational Implementation Plan recommendations provide the framework for 2011 strategic priorities.

Long Term Care Home - Resident Focused Model of Care

As clearly identified in the *LTCHA, 2007* and the Golden Plough Lodge Operational Review and Implementation Plan (Years One and Two), it is an expectation that long term care homes transition to a holistic, resident directed model of care promoting restorative practices and capturing staff efficiencies and effectiveness. Transition to the Eden Philosophy of Care was implemented in 2010 through external and internal staff training. However, through initial training it has been identified the transition will require significant training to all Golden Plough Lodge Staff to provide the education, clear expectations and support necessary to ensure comfort with a new model of long term care. Further details of the transition process, transition plan and associated financial requirements are described in Issue Paper # 1.

Long Term Care Home - Policy & Procedure Development

As required under the *LTCHA, 2007* and as recommended in the Golden Plough Lodge Operational Review and Implementation Plan (Year Two), significant and enhanced policy development is required in all operational divisions within the Golden Plough Lodge; Nursing, Environmental Services, Dietary, Life Enrichment and Administration. Identified as an administrative operational issue in September 2010, funding was sought through the Northumberland Community Futures Development Corporation - Youth Internship Program for the period of one year to enable and ensure completion of legislated policy and procedure development. Further details of the legislative requirements, policy development process and associated financial requirements are described in Issue Paper # 2.

Long Term Care Home - Additional Staffing Requirements

As detailed in the *LTCHA, 2007*, additional staffing hours are required in the Environmental and Dietary Service Divisions for which additional funding was provided effective October 01, 2010. Additionally, the MOHLTC specified increased per diem funding received July 01, 2010 be allocated to increase Nursing and Life Enrichment staffing hours. Although sufficient per diem funding is being received to cover the associated costs of all staff increases, the increases to total staffing hours are over and above the organizational chart approved by Northumberland County Council in 2010 thus requires approval through the issue paper process. Details of increased staffing requirements and associated financial funding details are described in Issue Paper # 3.

Fiscal Accountability, Quality & Risk Management

The technical capability of the current Golden Plough Lodge software system has been identified as of concern through the Operational Review and Implementation Plan (Year Two) and detailed internal examination of financial administration and resident assessment documentation practices. Additionally, the system cannot interface with the Great Plains System utilized by Northumberland County corporate divisions. In consultation with the Nursing Division and Corporate Finance, it is felt to be prudent to issue a Request for Proposals for a new software system which will meet those requirements as well as the future integration of the health care sector. Details of software requirements and associated financial funding details are described in Issue Paper # 4.

Golden Plough Lodge Performance Indicators

2011 Performance indicators include:

- Statistical and financial reporting re MOHLTC/ LHIN Service Agreement and Northumberland County Operating Budget
- Resident, Family and Staff satisfaction surveys
- MOHLTC Compliance/Inspection Reviews
- Resident Occupancy levels and accommodation waiting list
- Implementation of the Golden Plough Lodge Operational Review and Implementation Plan; Year Two recommendations and action plans

**Golden Plough Lodge - 2011 Business Plan & Budget
Issue Paper # 1
Transition to Model of Resident Focused Care; The Eden Alternative**

Purpose:

To request approval for inclusion of Resident Focused Care Model (Eden Alternative) training costs in the 2011 Golden Plough Lodge Budget – Nursing Administration Department at a cost of \$ 50,000.00.

Background:

In 2008 an Operational Review was commissioned and conducted by Bessant Pelech Associates to examine operating and staffing efficiencies. Completed in August 2009; the report strongly recommended transition from current delivery of a task orientated, medical model of resident care to that of a client-centred psychosocial model as a means to improve workload efficiencies, quality of life and quality of resident care. This recommendation reflects Ministry of Health and Long Term Care legislative changes to the *Long Term Care Home Act, 2007*, the development of new regulations replacing the existing Long Term Care Program Standards Manual and a province wide transition to the Resident Assessment Instrument-Minimum Data Set, all of which focus on holistic and restorative care practices.

In order to continue to implement this transition, it will be necessary to provide education and training to all Golden Plough Lodge staff members as to the culture, philosophy and daily practices of resident focused care based on individual resident needs, preferences and requirements provided within the framework of the Eden Alternative Philosophy of Care. It has been recognized that home wide transition will require an additional year of intensive staff training to provide a solid foundation on which to move forward.

Financial Impact:

In review of the most cost efficient and effective manner in which to deliver the necessary training and education to all Golden Plough Lodge employees, it is recommended training be provided in house through utilization of Golden Plough Lodge staff members who have received Eden Associate Training and are designated Eden Alternative Educators. While staff are in the training sessions, they must be replaced to ensure continuing resident care.

Transition to Model of Resident Focused Care	Budgeted Training Expenses
Materials and Supplies	\$ 3,500.00
Travel	1,500.00
Staff replacement costs	45,000.00
Total	\$ 50,000.00

Recommendation:

In order to successfully transition to a new model of resident-focused care and thereby capture related operating and staffing efficiencies; it will be necessary to provide all employees with appropriate information and education to ensure in depth knowledge and understanding of care philosophy, practices and performance expectations. It is recommended a transitional training allocation in the amount of \$ 50,000.00 be approved in the 2011 Golden Plough Budget – Nursing Administration Department.

**Golden Plough Lodge - 2010 Business Plan & Budget
Issue Paper # 2
Policy Development Analyst – Youth Intern**

Purpose:

To request approval for inclusion the portion of a Policy Development Analyst - Youth Intern salary costs unfunded by the Community Futures and Development Corporation at a cost of \$ 24, 000.00 - \$ 34, 000.00.

Background:

On July 01, 2010 the Ontario provincial government proclaimed the new *Long Term Care Home Act (LTCHA)*, 2007. Under this act there are significant expectations for development of written protocols, policies, procedures and statistical reporting requirements to meet increased quality and compliance standards. The Golden Plough Lodge lacks the administrative support to assist senior management in meeting these new requirements within the specified time period.

In September 2010, The Golden Plough Lodge submitted an application to the Northumberland Community Futures Development Corporation- Youth Internship Program for a Policy Development Analyst to research and develop coordinated and integrated internal operating protocols, policies and procedures for all aspects of the Golden Plough Lodge operations in compliance with applicable provincial legislation, including, but not exclusive to the *LTCHA*, 2007.

Financial Impact:

In November 2010, the Golden Plough Lodge was informed it had been successful in its application for Youth Internship Funding. However, due to the funding cycle of the Community Futures Development Corporation, funding was granted up to and including March 31, 2011. We were further advised to apply again in March 2011 for the remainder of the 12 month Youth Intern Project; however there is no guarantee of further funding.

Youth Internship Project	Annual Salary Costs
Salary	\$ 37,500
Benefits	6,500
Total Annual Youth Intern Costs	\$ 44,000
Less: CFDC approved funding December 2010 – March 2011	10,000
2011 Golden Plough Lodge Expense – Maximum Cost	\$ 34,000
Less: CFDC potential funding April 2011 – November 2011	10,000
2011 Golden Plough Lodge Expense – Minimum Cost	\$ 24,000

Recommendation:

It is recommended that in light of *LTCHA*, 2007 legislated requirements and the lack of administrative capacity to meet the designated policy and procedure timelines; an additional \$34, 000.00 in salary and benefit costs be approved in the 2011 Golden Plough Budget – Nursing Administration in the event additional CFDC funding is not available. This is a one-time contract position which would not be renewed or extended at the completion of the term.

Golden Plough Lodge - 2010 Business Plan & Budget
Issue Paper # 3
Golden Plough Lodge Organization Chart – Additional Staff Hours

Purpose:

To request approval for the addition of 2,416 staffing hours to the Golden Plough Lodge Organizational Chart, as directed by and funded through the Central East LHIN - Ministry of Health and Long Term Care (MOHLTC).

Background:

On July 01, 2010 the Ontario provincial government proclaimed the new *Long Term Care Home Act (LTCHA)*, 2007. Under this act there are requirements for increased staff coverage in Environmental Services and Dietary Management for which additional per diem funding has been provided. In coordination with proclamation of the *LTCHA*, 2007, the MOHLTC provided additional per diem funding specifically directed to Nursing (Personal Support Workers) and Life Enrichment to support resident's needs in these areas.

Increases to staffing hours were implemented in accordance with the per diem funding provided, rendering no increased costs to the Golden Plough Lodge. However, as these increases affect the total staff hours contained within the Golden Plough Lodge Organization Chart as approved by Northumberland County Council, approval must be sought through an issue paper process for any staffing change which increases or decreases total approved staff hours.

Financial Impact:

All required additional staff requirements have been funded through the Central East LHIN – Ministry of Health 2011 per diem increases.

2011 LTCHA/MOH Additional Staffing Hours	Per Diem Increase	Additional Hours required per annum	Annual Increased Salary Costs
Nursing: Personal Support Workers	\$.74	1,460	\$ 45,240
Dietary Management	.55	468	17,000
Life Enrichment	.22	416	13,472
Environmental Services	-	72	3,324
Total	\$ 1.51	2,416	\$ 79,036
Less: Additional Per Diem Funding \$ 1.51 @ 365 days X 151 residents			83,224
Financial Impact			\$ (4,188)
Increased Organizational Chart Staff Hours		2,416	

Recommendation:

It is recommended an additional 2,416 staff hours be included to the 2011 Golden Plough Lodge Organizational Chart and approved by Northumberland County Council.

**Golden Plough Lodge - 2010 Business Plan & Budget
Issue Paper # 4
Golden Plough Lodge Software Program;
Financial Management and Nursing Documentation/Resident Care**

Purpose:

To request approval for the issuance of a Request for Proposals to replace the Golden Plough Lodge Long Term Care Financial and Nursing Documentation Software Program to meet enhanced requirements and at a cost equal to or less than the current budgeted annual expense of \$ 22,000.00.

Background:

The current Golden Plough Lodge Software System (Point Click Care) utilized to record resident care and clinical treatment data has been identified as unable to satisfactorily capture and accurately calculate the new Resident Assessment Index (RAI) scores, the basis of Ministry of Health funding optimization. The Point Click Care system is additionally utilized for financial and statistical data management, but is unable to interface with the Great Plains System utilized by Northumberland County Corporate Divisions for information transfers. It should also be noted that the Ministry of Health and Long Term Care, through the Local Health Integration Networks, is strongly voicing intent for local and regional health care system integration, including electronic communication of client information and health records.

In consultation with the Golden Plough Lodge Nursing Division and Northumberland County Corporate Finance and IT Departments, preliminary investigations have been made regarding an alternate software programs which will accomplish clinical care and financial reporting requirements and have the ability to integrate with Northumberland County Corporate Divisions and local health care service providers.

Financial Impact:

Initial investigations have resulted in provision of the following costs for consideration.

Long Term Care Software Estimate	Costs
151 beds @ .31 x 365 days	\$ 17,085
Set up and verification	2,500
Training Component (2 days)	2,415
Total Estimate:	\$ 22,000
2011 Golden Plough Lodge Budgeted Software Costs	\$ 22,000

Recommendation:

It is recommended that a Long Term Care Software Request for Proposal process be approved for 2011 which would meet specifications regarding optimized funding, streamlined financial management, enhanced communication between Northumberland County Operating Divisions and cost efficiencies contained within current budget allocations.

County of Northumberland-Golden Plough Lodge 2010-2020 Capital Asset Plan Summary Details - 2011

Roofing

The south facing MacMillan Wing roof has been identified for replacement in 2011. This will involve removal and replacement of the existing roof and may require replacement of some associated curbing.

Windows

North facing windows are to be replaced with energy rated windows in 2011. This work will be completed in sections and may require repairs to existing brickwork.

HVAC and Domestic Hot Water

To provide increased and improved air quality, ventilation units and facility heating equipment have been included in the 2011 capital plan, addressing replacement of return air fans and hot water tanks as well as retrofits to older equipment.

Signage

In 2011, the internal signage within the Golden Plough Lodge has been identified for replacement to provide clear and common signage throughout the home and in keeping with Northumberland County corporate signage.

Lighting

As part of an ongoing light fixture replacement program, fixtures in stairways and one dining room will be replaced in 2011 to provide efficient lighting with improved illuminant value. Some fixtures within the Golden Plough Lodge no longer have replacement parts available and these systems will receive priority replacement.

Interior Paint and Drywall

Facility construction and subsequent additions/renovations have taken place in 1958, 1972, 1983 and 2005. Resident living areas are on a refurbishment plan which calls for weekly, monthly and annual cosmetic "touch ups" of surfaces and walls. However, areas of general usage such as hallways, dining rooms, lounges, auditorium and service areas additionally require repair and repainting which will continue throughout 2011.

Elevator, Furniture and Equipment Upgrades

The 2011 capital plan includes replacement of the Blacklock Elevator hydraulic system in accordance with TSSA standards, the replacement of an industrial washing machine and upgrades and replacement of areas of flooring and resident furniture.

Accessibility Issues

In 2011, to facilitate increased resident dignity, accessibility and mobility personal lifts and bathing equipment will be replaced.

Renewal

The Environmental Services Division measures renewal of the Golden Plough Lodge facility, assets and equipment in two distinct fashions;

- **Repair & Maintenance:** Staff utilize weekly and annual check lists to review various facility components and equipment i.e. mechanical and electrical fixtures, supply fans, boilers and lift equipment.
- **Refurbishment Program:** Scheduled interior and exterior painting, furniture renewal, tile work and carpet renewal are undertaken annually within the annual approved operating budget.

Capital needs for the Golden Plough Lodge are evaluated annually and placed on the 10 year capital plan based upon projected needs and remaining asset life. Operational expenses related to equipment repair, cleaning and small replacement costs are planned within the current year maintenance budget.

Capital Asset Purchase and Replacement

Capital expenditure requirements are analyzed and evaluated annually by the Environmental Services Manager for the Golden Plough Lodge. As detailed in the 10 year capital plan, asset requirements for 2011 will total \$222,700.00

In order to ensure the Golden Plough Lodge remains safe, functional and operates within established budget perimeters, it is critical that capital improvements continue to be budgeted and allocated in a planned and systematic manner.

10 YEAR CAPITAL PLAN - Golden Plough Lodge

Building	10 YEAR CAPITAL PLAN - Golden Plough Lodge										Total		
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019		2020	
Roofing (One Roof Left)	\$45,000	\$49,500	\$55,000	\$57,500		\$40,000		\$42,000	\$18,500			\$310,500	
Exterior Siding				\$5,500	\$25,000	\$25,000	\$25,000		\$50,000			\$32,000	\$185,500
Windows	\$9,000	\$25,000	\$10,000	\$5,000	\$45,500	\$12,500	\$14,000	\$15,500	\$22,500	\$32,000	\$25,000	\$225,000	
Doors						\$5,500	\$4,000	\$4,200	\$2,500	\$4,500	\$3,300	\$21,000	
Landscaping	\$10,000		\$7,500	\$30,000		\$10,000	\$4,000	\$5,200		\$5,500	\$5,500	\$52,700	
Patient Call Centers	\$45,000					\$45,000				\$45,000		\$135,000	
Doors Interior						\$4,500	\$4,500	\$2,500	\$2,500	\$4,500	\$3,400	\$17,400	
HVAC	\$25,000	\$9,500		\$15,500		\$11,500	\$10,500	\$10,500		\$13,500	\$14,000	\$103,500	
Signage for Building	\$5,000	\$5,000				\$2,000				\$5,500		\$20,500	
Boilers			\$55,000		\$55,000			\$5,500		\$12,500		\$139,000	
Bathrooms						\$12,000			\$10,000	\$4,000		\$29,000	
Plumbing Work			\$5,000		\$20,000	\$15,000	\$10,000	\$7,500	\$12,500	\$15,000	\$25,000	\$111,000	
Sewage Work						\$5,500			\$12,500		\$7,700	\$29,700	
Lighting		\$10,100				\$22,000	\$22,000	\$35,000	\$35,000	\$25,500	\$32,000	\$152,900	
Electrical Work			\$15,000			\$5,700			\$24,000	\$17,500	\$15,500	\$105,700	
Domestic Hot water for Building	\$45,000	\$5,000		\$20,000	\$15,500			\$5,500	\$4,200	\$5,400	\$2,200	\$103,500	
Paint	\$11,000	\$17,000	\$9,500	\$15,000	\$15,000	\$15,000	\$15,000	\$20,000	\$21,500	\$21,500	\$22,000	\$186,000	
Woodwork						\$10,000	\$5,000		\$3,200		\$3,500	\$22,700	
Exterior Building Work				\$7,500	\$25,000	\$25,000	\$25,000	\$27,000		\$12,500	\$25,000	\$147,300	
Drywall Work						\$5,000		\$5,500	\$3,500	\$4,200	\$4,000	\$23,200	
Furniture	\$9,000	\$5,000			\$15,000	\$24,000	\$22,000	\$25,000	\$5,500	\$5,500	\$10,000	\$124,000	
Flooring	\$7,200	\$5,400	\$5,500			\$20,000	\$22,000	\$20,000	\$15,000	\$14,500	\$15,500	\$130,100	
Handicap Upgrades		\$10,000		\$15,000			\$14,500	\$15,500	\$12,500		\$15,000	\$88,500	
Elevator Upgrades	\$14,500	\$5,000		\$50,000	\$15,000		\$45,000	\$5,500			\$10,000	\$215,000	
Laundry Equipment	\$12,500	\$12,000	\$15,000	\$12,500	\$12,500	\$14,500				\$5,500	\$12,500	\$103,300	
Parking Lot Paving									\$75,000	\$70,000	\$25,000	\$170,000	
Total	\$235,200	\$222,500	\$191,500	\$253,500	\$249,500	\$255,000	\$254,700	\$255,000	\$333,400	\$337,500	\$315,100	\$2,973,200	