



"Caring Today. Building Tomorrow."

## GOLDEN PLOUGH LODGE:

# STRATEGY BRIDGE PLAN

Plan – 2025-2026

## Administrator's Message

Dear Residents, Families, Staff, and Partners,

As we prepare to move into our new state-of-the-art facility, it is my pleasure to introduce the Golden Plough Lodge Strategic Bridge Plan for 2025/26. This overview is both an update and a “bridge” to the new fulsome strategy we will develop once we move and are at stable operations in the new building. It re-affirms our commitment to resident-centred care, collaborative partnerships, and a vibrant future for our residents and our broader community.

With roots dating back to the 1850s, Golden Plough Lodge has long been a home where compassion, professionalism, and innovation meet. As we enter this exciting new phase, I want to thank our dedicated staff for their resilience, our families for their trust, and our partners for their collaboration. This plan is the result of thoughtful alignment with our County’s People Plan and Strategic Priorities and will act as a guide to ensure the transition is smooth, respectful, and filled with promise.

Together, we are not only moving buildings — we are evolving our purpose. I invite each of you to engage with this plan and continue shaping the future of care in Northumberland County.

Warm regards,



Alanna Clark  
Administrator, Golden Plough Lodge



## Purpose and Context

Golden Plough Lodge (GPL) stands at a pivotal moment, transitioning from a respected legacy facility to a new, modern long-term care and community health hub. This Strategic Bridge Plan guides the organization through the next 6–12 months, ensuring continuity of care and culture while actively preparing for the transition to the new 180-bed facility



### **This document:**

- Aligns our current GPL mission and operations with the realities of the move
- Reaffirms our core commitments while prioritizing transitional readiness
- Prepares residents, staff, families, and partners for a shared future
- Sets the stage for full strategic renewal post-occupancy

## History & Achievements

Golden Plough Lodge achieved notable success with its Strategic Plan for FY2018–2022. The previous plan was developed through a highly participatory process including staff, residents, families, volunteers, and community partners using Appreciative Inquiry methods.

### Key Achievements:

Launch of Individual Development Plans for staff development and engagement

Expanded specialty clinical services to best serve our diverse resident care needs

Redeveloped our clinical orientation program to ensure new hire success and best practice integration

New GPL facility groundbreaking during the COVID-19 pandemic

Reimagined recruitment and selection methods, programs, and outreach

Enhanced partnerships with Loyalist College, Passage and local supports

## What Remains: Enduring Strategic Commitments



### A. Provide Excellence in Care

- Leverage interdisciplinary care teams to support evolving acuity levels
- Sustain clinical excellence during transition through continuity strategies
- Focus on continuous quality improvement



### B. Support and Develop Our Staff

- Continue to embed People Plan pillars into GPL practices (Attracting & Retaining; Learning & Growing; Leading & Engaging)
- Prepare staff for new workflows, technologies, and resident profiles
- Deliver resilience-building training and recognize staff through milestones
- Strengthened onboarding programs to meet rising acuity and complexity of resident care



### C. Foster Partnerships

- Deepen integration with Loyalist College through the Living Classroom
- Collaborate with Ontario Health Team of Northumberland on system alignment
- Collaborate with Passage International Recruitment Partner and local employment partners



### D. Honour Our Values

- Uphold dignity, autonomy, and choice through transitions
- Engage families, volunteers, and councils in meaningful two-way communication

## What's New or Must Shift: Transition-Focused Priorities

1

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- Finalize logistics: phased move-in, equipment delivery, risk assessments
- Pilot simulations and interdepartmental scenario testing
- Develop readiness dashboards and checklists

2

### Communication & Engagement

- Multi-audience rollout: residents, staff, families, community
- Walkthroughs, virtual tours, stakeholder town halls
- “Transition Ambassador” program across departments

3

### Culture Transfer and Identity Rebuilding

- Anchor inter-generational programs such as the new Babies Visit program
- Use art, memory walls, and archival photos to connect past and future
- Co-create a Resident Welcome Experience with staff and families

4

### New Space Orientation and Activation

- Staff training on spatial changes, safety zones, workflows
- Align with Loyalist College: mentorship, placements, classroom launch
- Embed Equity Diversity, Inclusion and Indigenization principles into space activation and signage (links with new Archives)

5

### Community and Partner Integration

- Implement hub model: health education, archives, flex community spaces
- Rotate partners and cultural orgs through public-facing spaces
- Launch seasonal open houses and community days post-move



The following table illustrates how GPL’s original strategic pillars align with Northumberland County’s Strategic Plan and emerging bridge-phase actions:

## ALIGNMENT MAP

This table illustrates how GPL’s original strategic pillars align with Northumberland County’s Strategic Plan and emerging bridge-phastions.

GPL STRATEGIC PILLARS	NORTHUMBERLAND COUNTY STRATEGIC PLAN	EMERGING BRIDGE-PHASE ACTIONS
Provide Excellence in Care	Innovate for Service Excellence	Scenario training, care continuity
Support and Develop Our Staff	Innovate for Service Excellence	Workflow readiness, People Plan integration
Foster Partnerships	Champion a Vibrant Future	Shared mentorship models, student-clinical rotations
Infrastructure Modernization	Propel Sustainable Growth	Ensure employee experience through sustainable operations and modern patient care equipment usage



## Bridge Priorities (Next 6–12 Months)

Over the next year, the Nursing Department will focus on two priorities:

### Preparing for a Smooth Transition to the New Facility

We will support residents, families, and staff to ensure a comfortable, person-centered moveout disruption to quality of care. Our focus remains on maintaining a supportive, familiar environment throughout the transition period.

### Laying the Foundation for RNAO Clinical Pathways

We will begin the preparation and planning required to adopt RNAO Clinical Pathways in a phased approach. These tools, based on RNAO Best Practice Guidelines, will help standardize care while supporting individualized resident needs, enhancing consistency and quality across the nursing team.

Golden Plough Lodge remains committed to delivering compassionate, evidence-based, resident-centered care as we move into our new home and strengthen our clinical practice.

### Resident-Centred Care Transition Plan

Priority	Accountable Lead	Timeline
Resident-Centred Care Transition Plan	Director of Care	Fall–Winter 2025
Staff Readiness & Training Series	Clinical Education	Fall–Winter 2025
Living Classroom Activation	Clinical Education	Ongoing
Communication Rollout	Admin & Communications	Q4 2025
Community Integration Strategy	Admin	Fiscal 2026
Student Onboarding & Supervision	Educators	Fiscal 2026
Visual Culture Installations	Recreation & Programs	October 2025

## Preparing for Full Strategic Renewal (2026-27)

Post-occupancy, GPL will initiate a full strategic planning cycle to define its future vision within the new space and expanded community role.

### Key Steps:

- Host 'Visioning Sessions' with staff, residents, families, and partners
- Utilize Appreciative Inquiry methods (as used in 2018–2022 strategy)
- Align renewal with:
  - Digital care innovation and infrastructure
  - Community-based programming and public health education
  - Integrated learning environments and intergenerational care



### Proposed “New” Strategic Pillars:

- Modern Person-Centred Care
- Learning & Living: Education Hub
- Partnership-Driven Community Impact
- Health Promotion & Digital Connection

## Summary: The Road Ahead

Golden Plough Lodge is not just relocating — it is evolving. From a care facility to a community hub. From staff roles to educational partnerships. From tradition to transformation.

This Bridge Strategy ensures we honour our past, support our people, and enter the future grounded in purpose



“Your Future in Community Health Starts Here.”