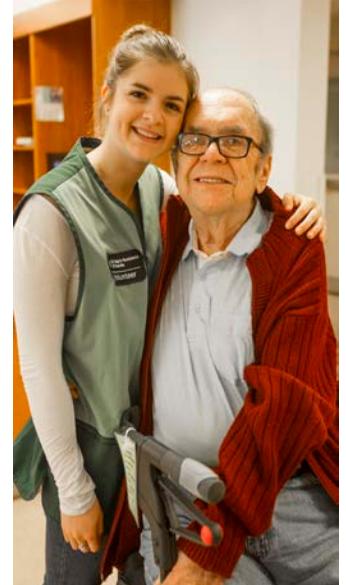




Thrive Group
Integration. Inspiration. Independence.



Vision 2020

2017 – 2020 Strategic Plan

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A Message from the Board Chair and CEO

We are pleased to share Thrive Group's new strategic plan. It has been three years since Thrive Group was created. From the outset, we had a vision of providing a spectrum of integrated services that support individuals to live as independently as possible. Together our board and staff identified three key strategies that lead to the realization of our vision.

In 2013, we set some lofty strategic directives and now, as 2016 draws to a close, we reflect on all that we have accomplished. In this document, we share some highlights. For example, Thrive Group provided over 500,000 hours of in-home care to individuals in our community. Additional multi-year government funding that supports people in their transition from hospital to home has been obtained. We initiated an annual fundraising event, Moving to Make It Happen. This event has grown each year resulting in donations that benefit our residents and clients. We have successfully established our back-office services and developed strong partnerships with Idlewyld Manor and St. Elizabeth Village. St. Peter's and AbleLiving are now both CARF-accredited. Land has also been purchased adjacent to St. Peter's Residence at Chedoke that will house our future life lease seniors' residential complex, as we transition into our next multi-year plan. These accomplishments were only possible through the hard work and dedication of our 650 staff, the unwavering guidance of our board members, and the support of our funders and community stakeholders. To all of these groups we offer our sincere gratitude.

As we move forward toward 2020, we are even more steadfast in our resolve to influence health care transformation. The success we have experienced over the past three years has provided the momentum to propel us confidently into the future. Through innovation and collaboration, we can indeed change how health care is delivered. In the next three years we will continue to work with our clients and residents, our partners and funders to provide the best possible services to our communities. The strategies identified in this document provide the foundation to make this happen.

Thank you to everyone who has provided valuable input into this new strategic plan. We look forward to working with you as we journey together toward 2020 and beyond.



Sean Casey, Board President and Chair



Steve Sherr, Chief Executive Officer



Our Vision

Building a community of quality and responsive services in a highly integrated and transformed health care system

Our Mission

Thrive Group provides a spectrum of integrated services to support and care for individuals to live as independently as possible. By bringing together like-minded organizations we will:

- Develop and deliver quality services that are responsive and innovative
- Enhance collaborative approaches to service provision
- Inform government directives and influence health care system transformation, and
- Create efficiencies and reduce duplication

Our Values

Teamwork is essential for our success. We believe we are more effective together than individually. We require our collective knowledge and skills to accomplish great things. Our employees and volunteers are expected to work in collaboration with each other, our clients, residents and other stakeholders. By building strong and effective partnerships we believe we can build more accessible and cohesive systems of care.

Honesty and transparency are fundamental in building all our relationships. We are trustworthy and ethical in our dealings and hold our employees and volunteers to the highest standards of conduct. We value open, honest and direct communication and encourage regular feedback.

Respect is required in all our interactions. We respect the privacy and dignity of our clients and residents and will provide them with support and services that allow them to live as safely and independently as possible. We value and celebrate diversity in all people. We respect the environments within which we work and will strive to maintain them to the highest standards possible.

Innovation and progressive approaches to care are essential in meeting the current and growing needs of our clients and residents. We are committed to continuous learning and development; our employees and volunteers are encouraged to strive to be the best that they can be. We are committed to learning new approaches and open to researching and implementing best and most promising practices to ensure we remain a leader in the field of human service provision.

Versatility ensures our ability to adapt and change to meet growing demands with limited resources. We are committed to building services and systems that are responsive, timely and cost efficient. We will remain solution-focused and will provide our clients, residents and stakeholders with demonstrated value without compromising quality of service. We will build a culture of responsibility and accountability across all organizational systems.

Excellence is a fundamental requirement in all we do. We are committed to building a leading-edge organization that attracts and retains a highly qualified and engaged workforce. Through the expertise and commitment of our employees we will develop high quality programs, services and systems that are held in the highest regard across the wider health and social service sector.

Strategic Directives

In 2013, Thrive Group identified three Strategic Directives that are critical to the realization of our Vision and Mission. These directives remain the same and continue to place our clients and residents at the heart of everything we do. They reaffirm our commitment to building strong and effective partnerships. Our directives acknowledge the need for financial strength and sustainability. They guide the work of our staff, our leadership and our board. They provide specific operational targets and measurable outcomes.



Foster a culture of quality service excellence for our residents, clients, caregivers, employees and other stakeholders



Build capacity through strategic partnerships and new initiatives that will allow Thrive Group to have impact and influence for those we serve



Create a diversified funding base to ensure financial sustainability

Strategic Objectives

A set of measurable objectives has been identified to align operational, team and employee efforts, and help establish performance targets for the next three years.

1. Foster a culture of quality service excellence for our residents, clients, caregivers, employees and other stakeholders

- Develop a framework to solicit input from clients, residents, caregivers and employees; analyze emerging needs; address deficiencies; and increase quality
- Continue initiatives that will foster employee engagement, promote desired cultural norms and establish Thrive Group as an employer of choice
- Fully implement the succession strategy to ensure adequate leadership capacity and seamless leadership transitions
- Improve communication strategies to increase engagement and information sharing across all Thrive Group organizations and within the community
- Continue to integrate and enhance quality measures to support, monitor and evaluate service outcomes and organizational performance
- Refine performance management strategies and ensure they are fully embedded at all levels

2. Build capacity through strategic partnerships and new initiatives that will allow Thrive Group to have impact and influence for those we serve

- Foster partnerships that will support funder priorities, expand current services, increase continuum of care options and offer innovative solutions to enhance the client, resident and caregiver experience
- Develop a growth and capacity plan to ensure human and physical resources meet changing demands
- Explore the creation of a health care regional learning and resource centre
- Develop a communication and marketing plan that will inform and further engage clients, employees, caregivers, funders and stakeholders

3. Create a diversified funding base to ensure financial sustainability

- Continue to search for an appropriate social enterprise and enhance fundraising activities that will contribute to innovative service solutions and provide unrestricted revenue
- Increase financial resources by becoming the go-to provider for organizational infrastructure, strategic leadership and risk planning solutions for the non-profit sector
- Introduce green initiatives that will reduce our carbon footprint and provide savings

Performance Measures

To ensure alignment of daily operations with our Mission and Vision, the Board of Directors, in consultation with the Senior Leadership Team, has established a set of performance measurements that will be used to evaluate progress in the accomplishment of the previously identified Strategic Directives.

Strategic Directive	Measurement Source & Targeted Outcome
Foster a culture of quality service excellence for our residents, clients, caregivers, employees and other stakeholders	<ul style="list-style-type: none"> • Maintain CARF Accreditation • Receive invitations to make presentations to colleagues • Meet or exceed targets contained in our Mission Scorecard and funding agreements • Achieve targeted progress in our Quality Improvement Plans • Achieve client/resident experience rating of at least 85% • Achieve recognition for accomplishments through a variety of awards (e.g. Great Place to Work, Best Practice Spotlight Organization, Minister's Award of Excellence)
Build capacity through strategic partnerships and new initiatives that will allow Thrive Group to have impact and influence for those we serve	<ul style="list-style-type: none"> • Deliver back office service to five new partners • Increase number of clients served by 10% • Reduce infrastructure costs by 5% • Establish strong collaborations with research partners and hospital systems
Create a diversified funding base to ensure financial sustainability	<ul style="list-style-type: none"> • Increase base government funding by 10% • Secure \$500,000 in non-restricted capital • Increase donations by 20% • Finalize and implement a Fundraising Strategy

The measurements above are further broken down and incorporated in our Mission Scorecard, which is regularly reviewed by our Board of Directors. The Mission Scorecard is used by the Board to measure incremental achievements, monitor progress and evaluate efforts to meet the Strategic Objectives and targeted outcomes, as established in this document.

Thrive Group Organizations



AbleLiving provides independent living support solutions for individuals with disabilities. Through a variety of in-home and communal living options, clients can access a range of services that enables them to remain in their home and familiar community environments. Services include:

- Personal Attendants
- Homemaking
- Supportive Housing
- Transitional Care
- Respite
- Life Skills Training
- Caregiver Relief
- Falls Prevention Training
- Occupational Therapy
- Transportation
- Recreational Activities



St. Peter's Residence
at Chedoke
Thrive Group

Situated on Hamilton Mountain, St. Peter's Residence at Chedoke is a 210 bed long-term care facility. Our team of dedicated health care professionals offers 24-hour care to our residents in a home-like environment. Services are based on the individual needs and interests of each resident and include:



- Dietary plans and daily meal preparation in on-site kitchen
- Daily recreational programs
- Wellness Centre
- On-site physician
- On-site dentist and hair salon
- Occupational and physical therapy
- Alzheimer's and dementia care
- Interdenominational spiritual services
- Special events and celebrations

Thrive Group Support Services

In addition to direct client and resident care, Thrive Group offers a wide variety of organizational support services. These services include:

Financial	Information Technology	Human Resources	Organizational Development
Financial statement & report preparation Funder compliance report preparation Financial controls & procedures development Financial analysis Audit preparation Cash flow forecasting Payroll & benefits administration Accounts payable & receivable processing Procurement	Information technology planning IT systems management Corporate website design & maintenance Data security management Equipment purchasing, installation & maintenance Network design & maintenance Help desk support	Collective bargaining & labour relations Performance management Staff scheduling HR information systems management Exit interviews Complaint investigations HR policy & procedure development Employee engagement	Risk management Strategic planning Succession management Leadership development & coaching Team development Volunteer & student placement Communications & marketing Customer service training

Our Service Promise



Spend time with you to understand your unique needs and design our services around you

Earn your trust so that we can build a lasting relationship

Respond to your requests promptly and provide you with creative solutions in a timely manner

Value your feedback in order that we can continually improve

Inspire innovation and use best practice approaches

Care passionately about you and provide you with the best customer service experience possible

Exceed your expectations by making sure our people are knowledgeable, respectful, competent and professional

Thrive Group Board of Directors & Senior Leadership

Thrive Group's Board of Directors is committed to fulfilling our Mission through a proactive governing style which emphasizes good stewardship, strategic leadership, generative thinking, long-term vision, active participation in decision making, and a clear distinction of board and staff roles.



Board of Directors

From left: Terry Anderson; Christine Sawchuk; Don Ross – Vice-Chair; Steve Sherrer - CEO; Ruth Liebersbach; Sean Casey – President and Chair; Laurie Fox; David Montgomery – Past Chair.

Absent: Dr. Brenda Vrkljan, Susan Rivers.



Senior Leadership

From Left: Steve Sherrer, CEO; Brenda Patterson, CFO; Sandra Watt, COD; April Morganti, Executive Director – AbleLiving Services; Renee Guder, Administrator - St. Peter's Residence at Chedoke.



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