



Thrive Group

2025-2029 Strategic Plan

Inspiration. Integration. Innovation.



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Message from the Board Chair and CEO

At Thrive Group we are deeply grateful for the ongoing trust and commitment our many stakeholders have shown us. It is with enthusiasm and heartfelt appreciation that we present our 2025 – 2029 Strategic Plan outlining our shared vision for the years ahead. We have a bold and focused approach to ensure that Thrive Group continues to provide exceptional care, respond to the evolving needs of our community, and remain a leader in the provision of non-profit support services in Southwestern Ontario.

As a trusted partner in the well-being of those we serve, Thrive is committed to improving access to healthcare services, advancing innovative approaches to care, and ensuring that our services are rooted in excellence for all. This Strategic Plan reflects the dedication and passion of our stakeholders whose input has been invaluable in shaping our direction.

In a time of great transformation in the healthcare sector, we recognize the growing challenges faced by our residents, clients, and their families and caregivers. Together we are navigating increased demand, the rise of new technologies, and the imperative to create a more inclusive and sustainable healthcare system. Thrive’s Strategic Directives allow us to continue to build on our prowess in service quality excellence, capacity building through partnerships, diversification of funding, and promotion of organizational health and well-being.

We are proud of what Thrive Group has accomplished so far, and we eagerly look forward to the path ahead. This plan is more than just a guide - it is a pledge to our clients, residents and their families, staff, volunteers, partners, and communities that we will continue to serve with excellence, compassion, and inclusivity. Together, we will continue to transform the healthcare system while building a healthier future for all.

With gratitude,



Ted Capstick
Chair, Board of Directors



Steve Sherrer
Chief Executive Officer

Thrive Group Support Services is a non-profit, charitable organization governed by a volunteer Board of Directors. Thrive acts as an overarching administrative umbrella to provide senior leadership and a more consolidated and cost-effective approach to the provision of back-office services, such as human resources, finance, and information technology for its distinct but integrated member organizations that deliver community support services and long-term care.

AbleLiving Services
Capability Support Services
Idlewyld Manor
St. Peter's Residence at Chedoke

Vision

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



Mission

Thrive Group provides a spectrum of integrated services to nurture and care for individuals to live their healthiest and most fulfilling lives. By bringing together likeminded organizations we will:

- Develop and deliver quality services that are holistic, responsive, and inclusive
- Foster collaborative, innovative approaches to service including support for individuals with unique needs
- Influence health care system transformation

2025-2029 Strategic Directives

It has been a privilege to have connected with so many of our stakeholders as we worked together to review our Strategic Directives and Objectives for relevance, both now and over the next 4-year period. Multiple stakeholder engagement sessions took place to gather important feedback for Thrive Group's 2025 – 2029 Strategic Plan. Groups included our residents and clients, their families, staff/leaders from our many operational sites and programs, Board Directors, and Thrive's Centre of Excellence team. In addition, a Strategic Plan Survey was circulated to approximately 50 of our community partners to also capture their insights. We are tremendously grateful for the input received and trust that our stakeholders will see their thoughts reflected in our refreshed strategies.



1. Foster a culture of quality service excellence for our residents, clients, caregivers, employees and other stakeholders
2. Build capacity through strategic partnerships and new initiatives that will allow Thrive Group to have impact and influence for those we serve, now and in the future
3. Diversify and build upon funding base to ensure financial sustainability
4. Develop and implement innovative best practice approaches that promote organizational health and well-being

2025-2029 Strategic Objectives

Emanating from each of our Strategic Directives is a set of Strategic Objectives that guide the work of our leadership team and front-line staff through quality improvement plans and cascading operational performance targets. Corresponding measurable results are recorded and analyzed via our comprehensive quarterly Mission Scorecard.

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

- Regularly solicit input from clients, residents, caregivers and employees to analyze emerging needs, enhance quality of support, measure and evaluate service outcomes and make appropriate changes as identified
- Continue to communicate expectations, monitor quality, create cross-organizational consistencies, maintain lines of accountability, monitor performance indicators and measure target achievement
- Capitalize on knowledge gained through Thrive Group's Centre of Excellence to implement and train employees on evidence-based, best practice approaches to enhance service excellence
- Keep all aspects of our succession strategy current to ensure an adequate pool of trained, high potential employees is available to fill Senior Leadership roles, facilitate seamless leadership transitions and retain stakeholder confidence
- Refine employee performance development strategies to support changing client and resident needs, remain current, and respond to organizational change and growth



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

- Continue to strengthen partnerships that will support funder priorities, expand current services, increase seamless continuum of care options and offer innovative, personalized solutions for clients, residents, caregivers and employees
- Work with Ontario health systems and other stakeholders to implement a solution focused approach to system transformation and improve access to services for individuals with complex care needs
- Strengthen our reputation as a leader in the community by pursuing new programming, services and housing options in collaboration with other sectors
- Continue to strengthen our Growth and Capacity Plan to ensure human, financial and physical resources meet changing demands
- Continue to cultivate relationships with education partners and funders to attract and appropriately train students for positions in health care now and into the future



3. Diversify and build upon funding base to ensure financial sustainability

- Explore alternate funding options to generate new revenue to enhance service provision, satisfy capital needs and build infrastructure
- Through Thrive Group's Centre of Excellence pursue research and grant opportunities
- Continue to integrate back-office systems to maximize efficiencies in administration
- Continue to advocate for appropriate funding increases to address current economic pressures
- Further strengthen focus on fundraising and development
- Develop a Strategic Fundraising Plan to focus on donor base development, corporate philanthropy and legacy gift giving

4. Develop and implement innovative best practice approaches that promote organizational health and well-being

- Lead research, innovation and best practice approaches in employee attraction, recruitment and retention; advance strategies that support a sustainable workforce, foster employee engagement, and promote a sense of belonging to ensure Thrive Group remains an accredited, premium employer
- Continue to implement a holistic, multidimensional approach that encompasses all aspects of employee health and well-being in the workplace and that reflects the unique needs of the individual, space and/or team
- Continue our quest to gain knowledge, adopt policies and take action to ensure all Thrive Group organizations welcome and celebrate equality, diversity and inclusivity (EDI) for all staff, clients, residents and stakeholders
- Develop, implement and regularly evaluate business continuity plans to ensure Thrive Group organizations have robust strategies in place to prevent, manage, and mitigate risks, deal with environmental disasters and unforeseen emergencies
- Explore emerging technologies to improve overall outcomes for those we serve
- Through a practice of on-going learning, proactive planning and vigilance, ensure the protection and security of our technological and communication systems and assets against cybercrimes, theft and security breaches



Values

- T** Teamwork is essential for our success.
- H** Honesty and transparency are fundamental in building relationships with our clients, residents, families, partners, funders, and community.
- R** Respect is required in all our interactions.
- I** Innovation and progressive approaches to care are essential in meeting the current and growing needs of our clients and residents.
- V** Versatility ensures our ability to adapt and change to meet growing demands with limited resources.
- E** Excellence is a fundamental requirement in all we do.



Accreditation

Accreditation is a formal, rigorous process whereby a third-party evaluates an organization's operations, programs and services to ensure they meet established standards of quality, efficiency, and ethical practice. This process involves a comprehensive review of the organizational structure, policies and practices, site visits and an evaluation of financial health, governance, program effectiveness, and adherence to relevant laws and ethical guidelines.

In January 2024 all five Thrive Group companies underwent their most recent accreditation survey by the Commission on Accreditation of Rehabilitation Facilities (CARF). We are delighted to have achieved 3-year CARF accreditation for Home and Community Services, Person-Centred Long-Term Care, and Governance Standards. We continue to uphold the CARF standards and value the learnings that come with this important process to ensure that our services continue to meet robust standards of excellence.



We Are A Great Place to Work!

Thrive Group organizations have participated in the Great Place To Work (GPTW) certification program annually since 2016. GPTW certification recognizes companies with outstanding employee experiences and strong workplace cultures. Part of the application process involves having GPTW send a detailed survey questionnaire to all company employees inviting them to complete it anonymously and submit directly to GPTW. In addition, the company prepares a culture brief that details the approach taken to develop and maintain their positive organizational culture.

Thrive Group is very proud to have been GPTW certified every year since 2016. In 2024 and 2025 we also rated among the Top 50 Employers in Canada that had over 1,000 employees. Thrive Group organizations also made the list as Best Workplaces in Healthcare, Most Trusted Executive Teams, and Best Workplaces for Giving Back. This incredible recognition comes directly from staff feedback shared through the survey process.



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