



Thrive Group

**2020-2024 Strategic Plan**

Inspiration. Integration. Innovation.



# Table of Contents

Message from the Board Chair and CEO . . . . . 3

Our Vision. Our Mission. Our Values.. . . . . 4

2020-2024 Strategic Directives . . . . . 6

2020-2024 Strategic Objectives . . . . . 7

Thrive Group Organizations . . . . . 10

Helping Organizations Thrive . . . . . 12

Thrive Group Board of Directors  
and Senior Leadership. . . . . 14

*“Thrive Group’s commitment to bring added value to Ontario’s health care system is stronger than ever. Our strategic partnerships, dedicated governance team, incredible staff and engaged volunteers have the leadership, knowledge, skills and compassion that make it possible to provide the best integrated care, of the right type, in the right place at the right time.”*

*Extract from  
2019-2020 Annual Report*



## Message from the Board Chair and CEO

As a new decade dawns upon us, full of hope, opportunity and renewal, we are honoured to share with you our plans for the years 2020 through 2024. As we embark upon a period of unprecedented change in how health care will be provided to Ontarians, we remain committed to our founding Vision to help build a community of quality and responsive services in a highly integrated and transformed health care system.

Back in 2013, at the inception of Thrive Group, our founding board identified three critical strategic directions defining our commitment to quality, partnerships and sound financial stewardship. These strategies have served us well and will continue to guide our work over the next period in supporting seniors and people with disabilities in our communities.

In keeping with our Mission of bringing together like-minded organizations, there are now four Thrive Group member organizations: **AbleLiving Services, Capability Support Services, Idlewyld Manor and St. Peter's Residence at Chedoke**. This integration model serves to reduce duplication and enhances our scope and flexibility in providing quality support services to our residents and clients. Over the years we have also had the privilege to work with other innovative and collaborative health care partners with a common goal of reducing hospital pressures by offering alternate support and transition options for patients no longer requiring acute care. Throughout, we have remained steadfast in our commitment to provide a wide range of community support services while at the same time being recognized as a great place to work for three consecutive years. All Thrive organizations deploy practices that meet CARF Accreditation Standards, and St. Peter's Residence is recognized as a Best Practice Spotlight Organization by the Registered Nurses Association of Ontario.

Thrive Group's recent accomplishments include: evolving focus at our AbleLiving Binbrook site to accommodate 24 transitional beds and 6 rooms for residents who are dependent on ventilators; Capability constructing a 14-unit, affordable, accessible apartment building for seniors in Dunnville; renovating St. Peter's to add 11 interim beds. Thrive Group organizations employ over 1,200 dedicated health care personnel and benefit from the assistance of 500 compassionate volunteers. It is through their efforts that we are able to assist over 3,000 individuals, encompassing clients in the community and residents in long-term care.

We believe in the old adage that we are stronger together. As we step boldly into this latest evolution in health care, we remain steadfast in our commitment to build collaborative and solution-focused relationships with our colleagues so that Ontarians can easily access the care they need in a more streamlined and integrated way. Included in this booklet are the new initiatives Thrive will undertake, and the measurable outcomes we will achieve over the four-year period, in order to continue to provide our communities with the highest level of service and care.

We wish to thank everyone who has contributed to the development of this document and look forward to working with you as we explore the many inspiring and innovative possibilities.

With our gratitude,

**Steve Sherrer**, Chief Executive Officer

**Don Ross**, Board President and Chair



**Steve Sherrer**  
Chief Executive  
Officer



**Don Ross**  
Board President  
and Chair

# Our Vision. Our Mission. Our Values.

## Our Vision:



## Thrive Group

*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:

T

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 with our community and funders we believe we can build more accessible and cohesive systems of care.

H

Honesty and transparency are fundamental in building all our relationships. We are trustworthy and ethical in all 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.

R

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.

I

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.

V

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.

E

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.

## 2020-2024 Strategic Directives

During 2019 Thrive Group involved our stakeholders in a review of our Strategic Directives to determine if they remained as relevant today, and foreseeably for the next 4-year period, as they were when first developed in 2013. It was decided that the original three Strategic Directives continue to be critical to the realization of our Vision and Mission. They place our clients and residents at the heart of everything we do, reaffirm our commitment to building strong and effective partnerships, and acknowledge the need for financial strength and sustainability. The Strategic Directives guide our Board of Directors and inform the work of our Senior Leadership.

- *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*



# 2020-2024 Strategic Objectives

Emanating from each of our Strategic Directives is a set of Strategic Objectives which inform the work of our leadership and front-line staff through cascading operational performance targets and corresponding measurable results.

The main, comprehensive tool in our Quality Framework that we use to review and gauge progress in meeting our Objectives is our quarterly Mission Scorecard. This operational dashboard contains data on such things as: accreditation status, client / resident satisfaction scores, staff turnover and engagement levels, financial results, membership at strategic tables, new or expanded services, volunteer hours, compliance status, client / resident health statistics, waitlists, injuries / incidents, etc. Many of these categories are also key indicators when monitoring Thrive Group's Enterprise Risk Management Plan and our annual Quality Improvement Plans.

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

- *Use our Quality Framework to regularly solicit input from clients, residents, caregivers and employees; analyze emerging needs; enhance quality to support, measure and evaluate service outcomes and organizational performance*
- *Introduce new initiatives to address staffing shortages, foster employee engagement, promote desired cultural norms and position Thrive Group as a great place to work*
- *Fully implement our succession strategy to ensure adequate bench strength within the Senior Leadership team; continue to invest in training and development to ensure all employees have the competencies and skills required to address current and future service demands and to facilitate seamless leadership transitions*
- *Refine employee performance management strategies to support organizational change and growth*
- *Improve communication strategies to increase engagement and foster a practice of knowledge exchange across all Thrive Group organizations and within the community*

## 2020-2024 Strategic Objectives

### 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 seamless continuum of care options and offer innovative, personalized solutions for clients, residents and caregivers*
- *Actively participate in the development and implementation of Ontario Health Teams within our catchment area for overall system improvement*
- *Strengthen our reputation as a leader in the community with respect to caring for specialty populations by pursuing new programming, services and housing options in collaboration with other sectors*
- *Develop a growth and capacity plan to ensure human, financial and physical resources meet changing demands*
- *Work with education partners and funders to attract and appropriately train students for front-line positions in health care*

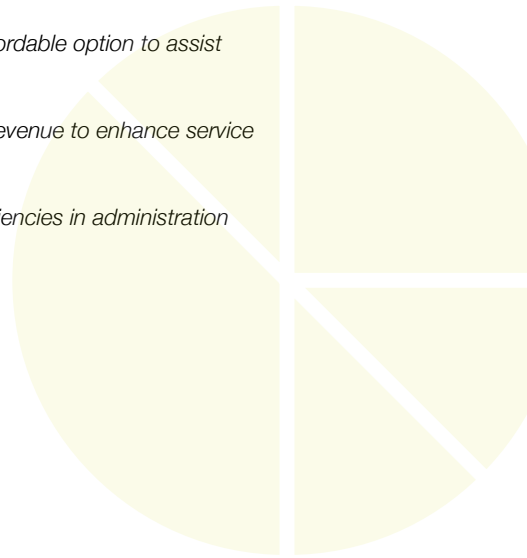




# 3

## Create a diversified funding base to ensure financial sustainability

- *Promote Thrive Group Support Services as a viable and affordable option to assist community partners and non-profit organizations*
- *Explore alternate funding options to generate unrestricted revenue to enhance service provision, satisfy capital needs and build infrastructure*
- *Analyze and integrate back office systems to maximize efficiencies in administration*
- *Strengthen focus on fundraising and development*



## Thrive Group of Organizations

Thrive Group is the umbrella organization overseeing four other non-profit, charitable corporations. It functions as the Head Office where Senior Leadership, Human Resources, Finance and Information Technology are based.

AbleLiving Support Services and Capability Support Services are Thrive member agencies that provide various forms of assistance to clients in the community who have disabilities or frailties. This enables these individuals to retain independence living in their familiar surroundings.

Idlewyld Manor and St. Peter's Residence at Chedoke, also members of Thrive Group, are long-term care homes located close to each other on Hamilton mountain.





## Community Support Services

Our wide range of community support services promote independent living for adults with physical disabilities or limitations. Staff members work from our sites located in Mississauga, Burlington, Hamilton and Dunnville. Services are provided to clients in their own home, or in one of our communal, assisted living residences. Care plans are customized to each client based on their desires and assessed needs.

Services may involve: personal attendants, housekeeping, nursing, occupational therapy, transitional care, transportation, companionship, life skills training, assisted living housing, caregiver relief, falls prevention training, respite, recreational activities.

Community based services maintain quality of life and prevent unnecessary emergency room visits, hospitalizations, premature institutionalization and higher health care costs.

## Long-Term Care

Idlewyld Manor and St. Peter's Residence each have about 200 residents, mostly frail, elderly individuals with complex care needs who are no longer able to care for themselves. Our dedicated and compassionate staff offer 24-hour support in a home-like environment nurturing body, mind and spirit of those in their care. Both homes have full production kitchens providing nutritious meals, offer exercise programs, hairdressing, have beautiful and secure courtyards, communal gathering areas, recreational programming and a chapel.

Our health care professionals regularly assess each resident for any changes in their condition and care plans are adjusted accordingly. The team includes: physicians, dentists, nurses, occupational therapists, physiotherapists, dieticians, social workers, personal attendants, housekeepers and administrators.

## Helping Organizations Thrive

Thrive Group Support Services is a non-profit, charitable organization incorporated in 2013 and governed by a volunteer Board of Directors. Thrive was established to provide a more consolidated and cost effective approach to the provision of back office services for its distinct but integrated member organizations:

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

Our goal is to maximize resources, minimize duplication and create efficiencies through collaboration. This allows our member organizations to channel operation-based government funding and donor contributions where most needed – quality front-line care and support for their clients and residents.

Thrive Group provides an innovative approach to back office support. Our dedicated staff members are committed to delivering excellence in the areas of Organizational Development, Human Resources, Finance, Information Technology, Facilities Management and Strategic Leadership. We provide these back office services not only to our member organizations, but also assist other organizations on a customized, fee-for-service basis.





### **Cultivate, Engage and Inspire Staff**

- Strategic HR Planning
- Employee Recruitment & Retention
- Labour Relations & Collective Bargaining
- Employee Engagement
- Leadership Coaching & Team Development
- Performance Development
- HR Information Systems
- Staff Scheduling
- Administration & Customer Service
- Volunteer & Student Services
- Policy Development
- Accreditation



### **Leverage Technology**

- Information Technology Planning & IT Systems Management
- Corporate Web-Site Design & Maintenance
- Server Administration
- Help Desk / User Support



### **Get the Numbers Working**

- Financial Reporting
- Compliance Reporting
- Audit Preparation
- Cash Flow Forecasting
- Budgeting
- Financial Controls & Procedures
- Payroll & Benefits
- Accounts Receivable / Payable
- Procurement
- Risk Assessment, Analysis & Mitigation Strategies



### **Manage Property**

- Contract Management
- Facility Repair & Maintenance
- Housekeeping & Janitorial
- Office Relocation
- Emergency Preparedness Planning

# Thrive Group Board of Directors and 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.

## 2021-2022 Board of Directors



From left to right: Guy Dixon, Elizabeth Manganeli-Staite, Susan Rivers, Robert Luckhart, Don Ross – President & Chair, Steve Sherrer – CEO, Elizabeth Beader, Ted Capstick, Dr. Brenda Vrkljan, Andrea McLaughlin, Terry Anderson.

Absent: Pam Vermeersch

## Senior Leadership



**Steve Sherrer**  
Chief Executive Officer



**Sandra Watt**  
Chief of Organizational Development



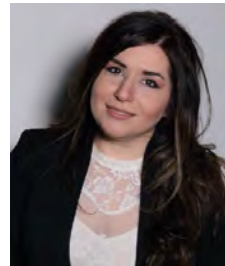
**Brenda Patterson**  
Chief Financial Officer



**Lucy Sheehan**  
Executive Director  
Community Services



**Jennifer Banks**  
Administrator  
St. Peter's Residence



**Bahar Karimi**  
Administrator  
Idlewyld Manor



**Thrive Group Head Office**

565 Sanatorium Road, Suite 205  
Hamilton, ON L9C 7N4

**Phone:** 289-309-8477

**Fax:** 905-383-7112

**Email:** [info@thrivegroup.ca](mailto:info@thrivegroup.ca)

**Web:** [thrivegroup.ca](http://thrivegroup.ca)



Thrive Group