

2019 - 2020
ANNUAL REPORT



Thrive Group
Integration. Inspiration. Independence.

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



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A Message From the Board President & Chair and the Chief Executive Officer

This year has been another of change and opportunity for the Thrive Group of organizations. Captured within the pages of this report are some of our most memorable achievements.

Ontario’s health system is on the cusp of unprecedented change, which Thrive Group is well positioned to influence and support. Early in 2019 the provincial government announced the establishment of Ontario Health Teams and a new overarching provincial entity, Ontario Health. The Ministry of Health invited communities to submit readiness assessments that would demonstrate how health care providers across the sector would work in collaboration to organize and deliver services to their local population. They were encouraged to work towards a framework for an inter-connected team within their catchment area that would be able to seamlessly coordinate patient centred care and enable smooth transitions across the continuum of services. Thrive Group is working with our strategic partners in playing a key role in designing and implementing these planned improvements.

Thrive has a rich history of embracing evolution and innovation. For many years, we have recognized the challenges of “hallway medicine” and have sought to assist our local hospitals in alleviating overcrowding. The greater emphasis now on community support services will enable people to live longer and healthier lives in the comfortable surroundings of their homes. The government’s commitment to create more capacity for transitional care and long-term care will increase patient flow through our hospitals, allowing them to better fulfill their mandate of providing excellent and timely acute care. Thrive has been a leader in collaborating to expand our community, transitional and long-term care services whenever and wherever possible, and has demonstrated a willingness and ability to care for those with complex or specialty needs.

Our commitment to bring added value to Ontario’s health care system is stronger than ever. Thrive Group and our member health care providers: AbleLiving Services, Capability Support Services, St. Peter’s Residence at Chedoke and Idlewyld Manor, are very much involved in this latest transformation. We are currently participants in approved Health Teams in Hamilton, Burlington, Halton and Mississauga.

As you will see in the following pages of Thrive Group’s *2019-2020 Annual Report*, our strategic partnerships, dedicated governance team, incredible staff and engaged volunteers deliver the leadership, knowledge, skills and hard work that make it possible to provide the best care, of the right type, in the right place, at the right time.



DON ROSS
Board President & Chair



STEVE SHERRER
Chief Executive Officer



Locations And Programs

Mississauga:

- AbleLiving - Aghabi Place
- AbleLiving - Lakeside Court
- AbleLiving – ReCharge
- AbleLiving – Bridges to Care

Burlington:

- AbleLiving - Palmer Place
- Capability - Carey House
- Capability – Aldershot Village
- AbleLiving – Westwood

Hamilton:

- AbleLiving – York
- St. Peter’s Residence at Chedoke
- AbleLiving - Homemaking
- Thrive Group – Head Office
- Idlewyld Manor
- Capability – Helen Homes
- Capability – Hamilton@Home
- Capability – Relay
- Capability – Outreach
- Capability - Vis-Able
- AbleLiving – Queenston Heights
- AbleLiving – Community Home Support
- AbleLiving – Mistywood
- AbleLiving – Binbrook
- AbleLiving - Outreach

Dunnville:

- Capability – Maple Grove Place
- Capability – Aspen Apartments



Lakeside Court



Westwood



York



Maple Grove Place

Helping Organizations Thrive

Training, Consulting and Back Office Solutions



At Thrive Group we are passionate about making people, organizations and systems stronger. Our experienced team of professionals has extensive knowledge working within and leading non-profit organizations. Whether you are looking for training sessions, consulting services or comprehensive back office support, we are here to help.

“As a small organization, Thrive has become an essential component of our operations. We depend on Thrive to provide executive assistant and accounting services, and rely on the expertise of the individuals in these roles. Not only have the people assigned to our organizations delivered exceptional services we view them, and others at Thrive, as part of our team.”

John Ruetz, CEO
Catholic Health Sponsors of Ontario

The Thrive Advantage

We understand your business because we do it!

Our organization draws on best practices and stays current on emerging trends. We understand government priorities and have spent over five years serving at strategic tables to help improve our health care system.

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 which now include: **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.



What Thrive Can Do for Your Organization

Cultivate, Engage and Inspire Your People

- 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 for Optimum Results

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


Get the Numbers Working for You

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

Improve and Effectively Manage Your Buildings

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

Service Promise



- S**pend time with you to understand your unique needs and design our services around you
- E**arn your trust so that we can build a lasting relationship
- R**espond to your requests promptly and provide you with creative solutions in a timely manner
- V**alue your feedback in order that we can continually improve
- I**nspire innovation and use best practice approaches
- C**are passionately about you and provide you with the best customer service experience possible
- E**xceed your expectations by making sure our people are knowledgeable, respectful, competent and professional

Ableliving Services

AbleLiving Services Inc. is a non-profit, charitable organization that provides independent living support solutions for individuals with disabilities, as well as transitional care aiding in the recuperation of patients discharged from hospital. Through a variety of in-home, communal and temporary living arrangements, clients have access to a range of customized services to meet their diverse needs. Today our 400 employees serve approximately 1,900 clients annually, based from our various sites throughout the Golden Horseshoe area.

Our beginnings date back to 1978 when construction was completed on our congregate residential complex in Binbrook containing 44 bedrooms. Over the past several years, in addition to continuing to care for 20 permanent residents with disabilities, we have shifted support services at this location to accommodate 24 transitional wellness suites to assist in the recovery of patients upon their discharge from hospital.



AbleLiving’s support services include:

Personal Attendants; Housekeepers; Supportive Housing; Respite; Transitional Care; Nursing; Caregiver Relief; Community Connectors; Falls Prevention Training; Occupational Therapy; Life Skills Training; Transportation; Recreational Activities

AbleLiving’s Client Experience Survey indicated an overall client satisfaction rate of 93%.

Again this year our specialty services have evolved as we continually look for ways to relieve pressures experienced by local hospitals. **AbleLiving has been instrumental in retrofitting six rooms at Binbrook, and extensively training staff, to provide a permanent home and support for individuals who are dependent upon ventilators to breathe.** Prior to their transition to AbleLiving Binbrook, these folks had called a hospital a home for many years. Through this initiative we also helped the flow in acute care hospital beds and enabled substantial savings for the health care system.

Capability Support Services

Capability Support Services Inc., a non-profit, charitable organization, was created from the amalgamation in 2014 of Halton Cheshire Homes Inc. and Helen Zurbrigg Non-Profit Homes Inc. Our 150 staff members serve over 550 clients annually through 4 owned assisted living homes and 5 community programs operating from sites based in Burlington, Hamilton and Dunnville.

This year we are thrilled to announce the opening of Capability’s new Aspen Apartment complex in Dunnville. Construction of the 14 unit building for seniors was completed on schedule and within budget. This fully accessible, affordable rental development was made possible through the support of the Ministry of Municipal Affairs and Housing’s Investment in Affordable Housing and Social Infrastructure Fund (managed by Norfolk County), Haldimand County and Infrastructure Ontario. The new build’s proximity to Capability’s Maple Grove Place assisted living residence, which is home to 21 senior citizens, allows for efficiencies in providing a variety of support services. Capability’s Relay hub model program also provides support services to 38 Dunnville residents through home visits 2 or 3 times a week.

In keeping with our Mission, Capability Support Services and its sister company, AbleLiving Services, work collaboratively to create efficiencies and reduce duplication in the provision of care and support that enables their clients to live as independently as possible. These community-based services improve quality of life and prevent unnecessary hospitalizations, emergency room visits, premature institutionalization and higher health care costs. They are the key to a sustainable health care system for Ontario.



Thrive Group's Annual Impact



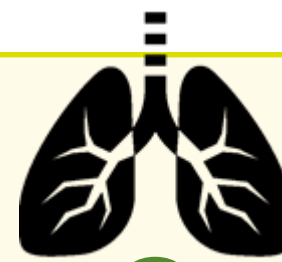
1,200
employees –
Great Place
to Work



500
8,000
hours



29
transitional
care beds



6
ventilator
dependent residents



413
long-term care beds
(including 11 interim beds)

participate at
18
strategic tables



86,000
assisted living days



40,000
homemaking
hours



200,000
hours of in home support

2,200
accessible
transportation trips



65,300
caregiver relief
hours



700
occupational
therapy sessions



PSW
training

Falls
prevention
classes



Provided back office
support services to 13
external agencies



2,400
clients in community



14
new, affordable
apartments for seniors



St. Peter's Residence At Chedoke

St. Peter's Residence at Chedoke (St. Peter's Care Centres Inc.) is a not-for-profit, charitable 221 bed long-term care residence located in Hamilton's Chedoke community, employing approximately 325 staff. The home opened in 2004 with seven Terraces, each accommodating thirty residents. Every Terrace has its own dining room, recreation room, living room, kitchen and bathing suite. Resident rooms are spacious and larger than the provincial standard.

St. Peter's offers a full service kitchen for meal preparation, family dining room and café, chapel for spiritual services, hair salon, contained courtyards, recreation programs, on-site physician, dentist and occupational and physical therapy. Our team of dedicated health care professionals offers 24-hour support to our residents in a home-like environment, nurturing body, mind and spirit. Services are based on the individual needs and interests of each resident and care plans emphasize best practices.

This year St. Peter's underwent a major renovation in order to accommodate an additional 11 beds, classified as "interim". Construction was completed with minimal disruption experienced by our staff, residents and their families. The beds were immediately filled by admitting people who were able to be discharged from area hospitals but who were waiting for permanent placement in long-term care. By doing so, we were able to improve overall system flow by allowing hospital beds to be available for patients needing acute care, while also providing a more suitable living environment and reducing health care costs.



Idlewyld Manor

Idlewyld Manor is a not-for-profit, charitable 192 bed long-term care residence located on Hamilton's west mountain, employing approximately 300 staff.

There is a long history behind the current facility which had its humble beginnings in 1846 as a soup kitchen on John Street under the auspices of the Ladies' Benevolent Society. Many transformations have occurred over the past 173 years as the charitable organization changed to meet evolving needs. The current 13-acre corner property on Sanatorium Road was acquired in 1958 and the residence now situated thereon was built and opened its doors in 2004.

Registered staff and PSWs are always available to assist with residents' needs. The Manor's Doctors conduct rounds 3 days a week and Nurse Practitioners are available. Our on-site kitchen and dietary staff serve home cooked meals and recreation programs offer stimulating activities. Additional services include: physiotherapy, group exercise, pastoral care, laboratory and X-ray services, foot care, respiratory services, dental, hearing and eye care, hairstyling and music therapy. Peritoneal dialysis is also offered at Idlewyld Manor.

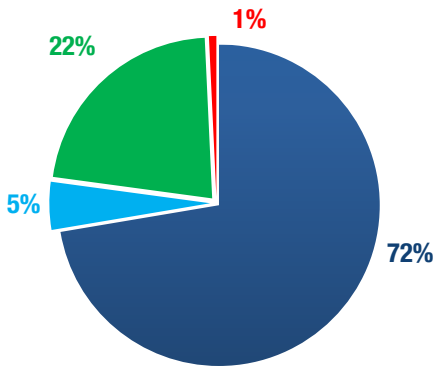


Financials Ableliving Services Inc.

Based on Statement of Operations for the Year Ended March 31, 2019

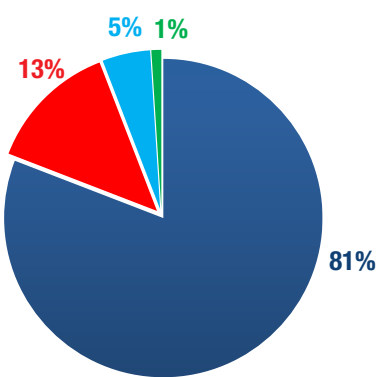
Revenue

- HNHB LHIN (MOHLTC) funding
- MOHLTC one-time funding
- Recoveries and other income
- Amortization of deferred capital contributions



Expenses

- Salaries and benefits
- Supplies and other
- PSW expenditures
- Amortization of capital assets

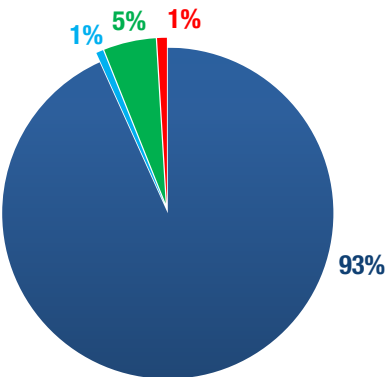


Financials Capability Support Services Inc.

Based on Statement of Operations for the Year Ended March 31, 2019

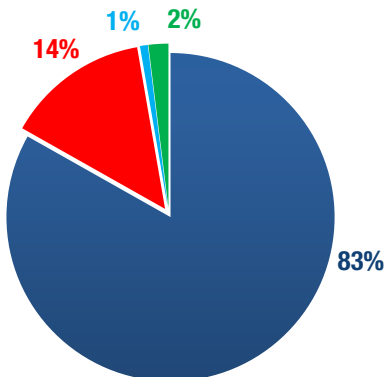
Revenue

- HNHB LHIN (MOHLTC) funding
- Halton Region - Carey House
- Recoveries and other income
- Services and other



Expenses

- Salaries and benefits
- Supplies and other
- Interest on long-term debt and mortgage payable
- Amortization of capital assets



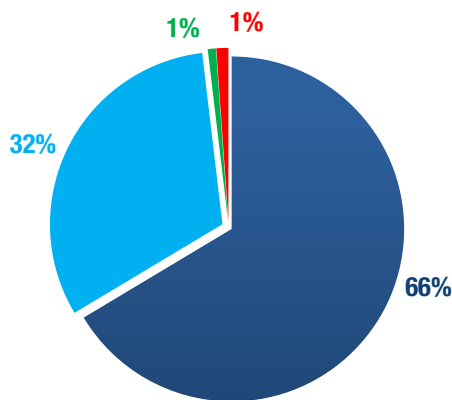
Financial Statement groupings may differ from audited Financial Statements

Financials Idlewyld Manor

Based on Statement of Operations for the Year Ended December 31, 2018

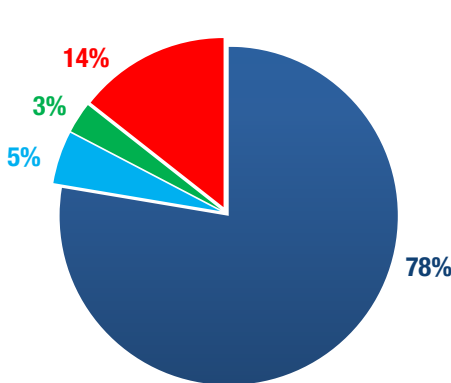
Revenue

- Ministry of Health and Long-Term Care
- Residents
- Amortization of deferred capital contributions
- Services and other



Expenses

- Salaries and benefits
- Interest on loans
- Amortization of capital assets
- Supplies and other

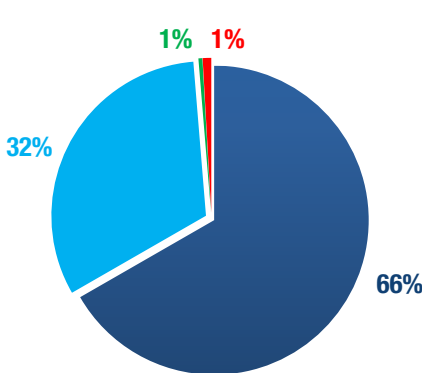


Financials St. Peter's Care Centres

Based on Statement of Operations for the Year Ended December 31, 2018

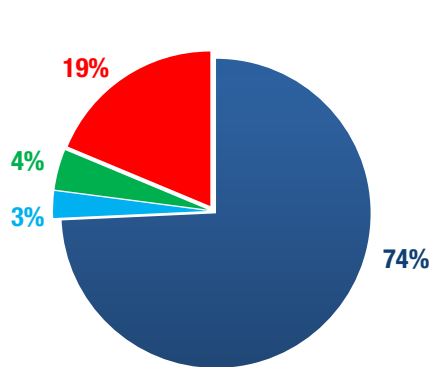
Revenue

- Ministry of Health and Long-Term Care
- Residents
- Amortization of deferred capital contributions
- Services and other



Expenses

- Salaries and benefits
- Interest on loans
- Amortization of capital assets
- Supplies and other



Financial Statement groupings may differ from audited Financial Statements

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.

2019 - 2020 Board of Directors



From left to right: Guy Dixon, Elizabeth Manganelli-Staite, Susan Rivers, Robert Luckhart, Don Ross – President & Chair, Steve Sherrer – CEO, Sean Casey – Past President, Laurie Fox - Vice Chair, Ted Capstick, Dr. Brenda Vrkljan, Terry Anderson

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



SUSAN HASTINGS
Administrator
Idlewyld Manor

2020-2023 Strategic Directives and Objectives

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 3-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.

Our Strategic Directives guide our board and the related Objectives inform the work of our leadership and front-line staff through cascading operational targets and corresponding measurable results.

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

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

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

MANY WAYS TO GIVE

Give Today, Make Tomorrow Better!

DONATE

By credit card online
www.thrivegroup.ca

Mail cheque or deliver to:
 565 Sanatorium Road, Suite 205
 Hamilton, ON L9C 7N4

IN MEMORIAM

A memorial gift is a meaningful way to pay tribute to someone special.

LEAVE A LEGACY

Leaving a gift in your Last Will is a wonderful way of supporting health care reform and celebrating your life.

RECOGNIZE A STAFF

You can choose to honour any staff member or team who made a difference in your care or that of your loved one.

VOLUNTEER

Visit our organizations to learn more about our volunteer opportunities. You will be making a real difference.

Your generous support will have a tremendous impact by enabling Thrive Group organizations to purchase vital equipment and to support our Resident and Client Wish Funds.

To learn more or come for a tour please contact:

Shari-Lee Srigley

Director of Development

289.309.8477 ext. 572

ssrigley@thrivegroup.ca www.thrivegroup.ca



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 family members. By building strong and effective partnerships with our community and funders we believe we can build more accessible and cohesive systems of care for all.

Honesty and transparency are fundamental in building relationships with our clients and residents, partners, funders, families and community. 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 from our employees and volunteers, clients, residents and stakeholders.

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 our clients, residents and colleagues. 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, and encourage our employees and volunteers 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.



Thrive Group

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Tel: 289-309-8477

Email: info@thrivgroup.ca
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St. Peter's Residence at Chedoke

Email: reception@stpeterscc.ca
stpeterscc.ca

AbleLiving Services

Email: info@ableliving.org
ableliving.org

Capability Support Services

Email: info@capabilitysupport.ca
capabilitysupport.ca

Idlewyld Manor

Email: office@idlewyldmanor.com
idlewyldmanor.com



Thrive Group

Integration. Inspiration. Independence.