

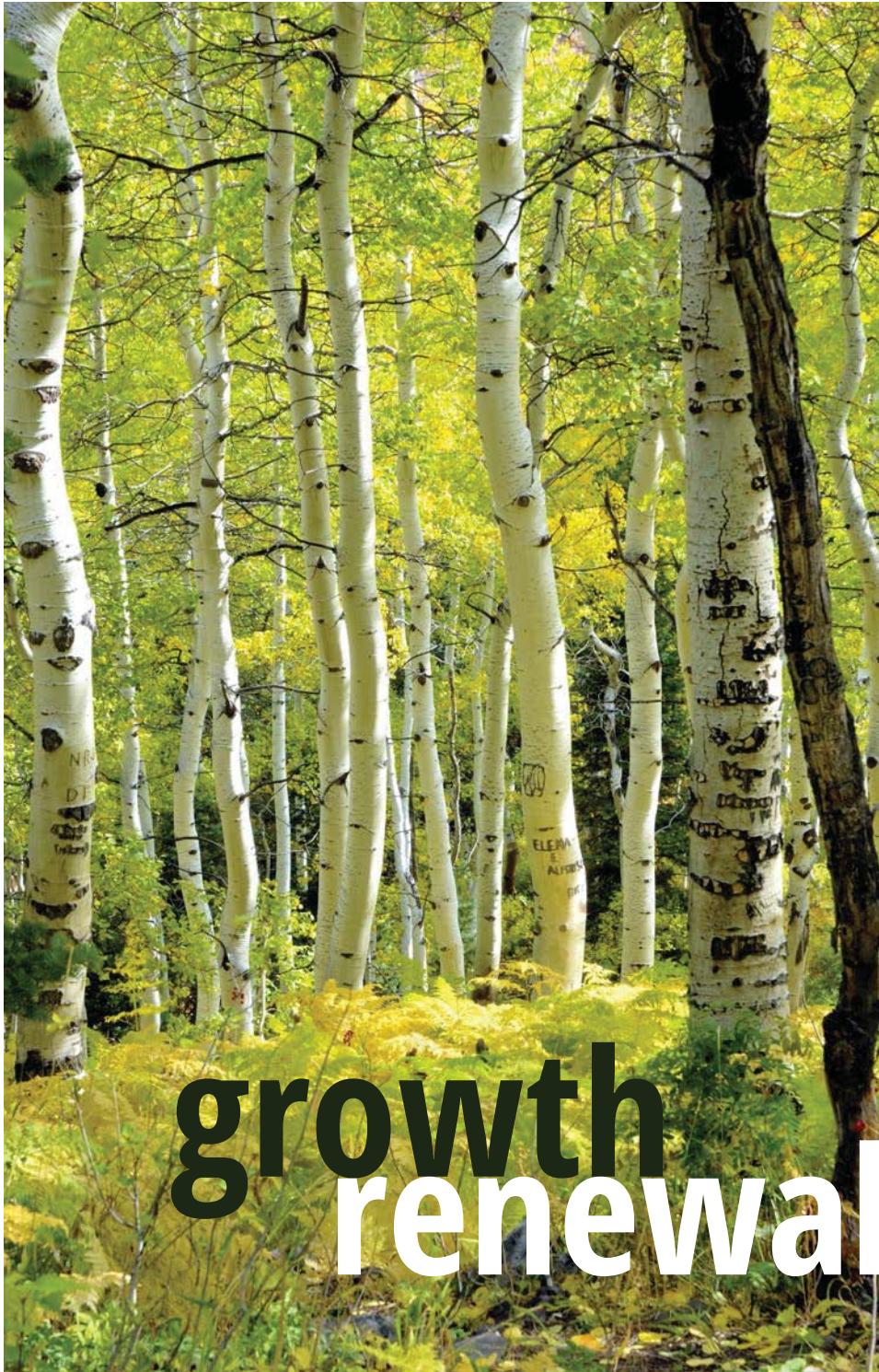


Thrive Group



INTEGRATION  
INSPIRATION  
INDEPENDENCE

2014



THIS YEAR AT THRIVE | A MESSAGE FROM THE BOARD CHAIR &

## DEAR FRIENDS,

We are pleased to provide you with our inaugural **Thrive Group Community Report**. As our name implies, this past year has been one of **growth and renewal**. THRIVE means to flourish, succeed, and prosper. Our work over the past 12 months has been dedicated to establishing a strong foundation for our Group and determining our **future path**.

2014 began with an extensive strategic planning process that culminated in the development of an ambitious three year plan. We updated our **Mission** statement, enhanced our **Vision** as well as expanded our core **Values**. From these statements, key strategic directions for our Thrive Group emerged.

Our strategic directions emphasize our **commitment to serving our clients and residents**. We place them at the heart of all we do. We are committed to **building partnerships within our sector** because we know that together we are stronger. Through our partnerships, the Thrive Group will be better positioned to demonstrate our leadership within a transforming health care system. Our third strategy is to **diversify our funding**, including fee-for-service opportunities, to enable us to remain responsive to emerging and growing needs.

**Key accomplishments in 2014 include:**

- Formal launch of Thrive Group Support Services
- AbleLiving Services achieved a three year accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF)
- St. Peter's Residence at Chedoke was selected by the Registered Nurses Association of Ontario as a Best Practice Spotlight Organization.
- Aligned our Mission Scorecard with Thrive's Strategic Directions
- Development of a Quality Framework that will guide our efforts in the provision of quality services and continued improvement
- Development of Falls Prevention and Exercise classes for seniors in partnership with Saint Elizabeth Home Health Care
- Establishment of round-the-clock support services to seniors in Aldershot/Burlington
- Inaugural "Moving to Make it Happen" fundraising event
- Installation of a full production kitchen at St. Peter's Residence

As we look ahead to 2015, we will continue to seek out opportunities that will enable us to provide the right service, at the right time, in the right place. We will explore additional partnerships with health care

providers. We will actively participate and provide leadership, when needed, that contributes to a more effective and efficient delivery of health services.

On behalf of the Board of Directors and our Senior Leadership team, we want to thank our staff, residents and clients, volunteers, community partners and funders for their continued support. Thank you to our loyal donors for helping to improve the lives of those we serve. We deeply appreciate your trust and look forward to continuing to work with you in serving our communities.



**David Montgomery**  
Board Chair & President



**Steve Sherrer**  
Chief Executive Officer



**Thrive Group**

Integration. Inspiration. Independence.



# Thrive Group

Integration. Inspiration. Independence.

## HISTORY

In June 2013, the Board of Directors for St. Peter's Care Centres (Residence at Chedoke) and AbleLiving Services Inc. announced the establishment of the Thrive Group. Thrive Group is an umbrella entity comprised of organizations that offer support services for seniors and other individuals in the community that require assistance, including people with disabilities. With a single point of access to an integrated range of services, Thrive Group will streamline access to service and improve cost efficiency. St. Peter's Care Centres and AbleLiving Services are Thrive Group's first member organizations. Thrive Group organizations operate independently but collaboratively with others in the network.

St. Peter's Residence at Chedoke, built in 2003, is a not-for-profit 210 bed long-term care residence located on the west mountain of Hamilton. AbleLiving Services, established in 1978, provided independent living support to 862 adults and seniors with disabilities through services and supportive housing in the Hamilton, Halton and Peel Regions, as well as in-home caregiver relief for 554 families. Both organizations, with a combined staff compliment of about 550 employees, are recognized leaders in long-term care and independent living.

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Thrive Group's objective is to enhance clients' experience by improving the range and quality of services provided by member organizations. Both St. Peter's Residence at Chedoke and AbleLiving Services have strong track records and well-respected reputations for helping people to maintain their dignity and independence.

"The healthcare sector is facing significant challenges. To meet clients' needs and to sustain continuous advances in this system, organizations need to think and act differently. By working collaboratively, seeking new and innovative solutions, the healthcare system will develop better ways to meet current and future demand. Thrive Group is a step in the right direction." says Steve Sherrer, C.E.O. "Building on member organizations' best practices, Thrive Group will raise the bar for service excellence and develop operational synergies that reduce the cost of operations and service delivery."

**“My mission in life is not merely to survive, but to thrive; and to do so with some passion, some compassion, some humor, and some style.”**

Maya Angelou



# MISSION

**To provide 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.

# VISION

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

# VALUES

T

**Teamwork** is essential for our success.

H

**Honesty** and transparency are fundamental in building relationships with our clients and residents, partners, funders, families and community.

R

**Respect** is required in all our interactions.

I

**Innovation** and progressive approaches to care are critical 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.



# STRATEGIC DIRECTIONS

## 2013-2016

### 1

Cultivate and deliver a culture of quality service excellence for residents and clients, employees and other stakeholders through engagement and understanding

### 2

Build capacity through strategic partnerships that will allow Thrive Group to have greater impact and influence for those served

### 3

Create a diversified funding base to ensure financial sustainability



**Thrive Group**  
Integration. Inspiration. Independence.

# WHAT



St. Peter's Residence  
Thrive Group

Not-for-profit 210 bed long-term care residence in Hamilton's Chedoke community. St. Peter's offers quality care in a home-like environment, nurturing the body, the mind and the spirit.

The staff at St. Peter's Residence delivers care and services based on individualized care plans that emphasize best practices and resident centered care.

In this year's Resident / Family Satisfaction Survey we had a record high completion rate. Those who were very satisfied with their experience and would recommend St. Peter's as a place to live, should someone require the same type of care, went up to 94% in 2014 from 86% in 2013!



# WE DO



Provides assistance with activities of daily living, using the independent living philosophy.

- Attendant Services
- Homemaking
- Respite Care
- Supportive Housing
- In-Home Support
- Wellness Suites
- Caregiver Relief

In our latest Client Satisfaction Survey, 96% of respondents rated AbleLiving's services as good to excellent and 98% considered our employees to be reliable, professional, respectful, cooperative, punctual and productive.

Thrive Group brings together like-minded organizations with the goal of offering a broad range of integrated support services that enables individuals to live as independently as possible.

Thrive Group organizations operate independently, but collaboratively with each other. Being a valued part of the Group, they avail themselves of operational synergies in the areas of Human Resources, Finance, IT and overall Administration, allowing them to focus on providing the best client-centred service.

Thrive Group benefits include:

- enabling better quality service
- more efficient use of resources
- lower costs in service delivery
- shared expertise & best practices
- partaking in innovation, transformation

## THRIVE GROUP HUMAN RESOURCES & ORGANIZATIONAL DEVELOPMENT SERVICES

Strategic Planning  
Recruitment  
Training & Team Development  
Leadership Coaching  
Performance & Relations Management  
Scheduling  
Student Placement  
HR Information System Management  
Wellness  
Communication & Marketing

## THRIVE GROUP FINANCIAL SERVICES

Compliance Reporting  
Statements & Reports  
Audit Preparation  
Analysis  
Payroll & Benefits  
Accounts Receivable / Payable  
Procurement  
Controls & Procedures  
Risk Management  
Cash Flow Forecasting

## THRIVE GROUP IT SERVICES

Information Technology Planning  
Equipment / Software Purchasing  
Installation & Maintenance  
Network Design & Maintenance  
Website Design & Maintenance  
Data Security  
Systems Management  
Help Desk Support



# Thrive Group

Integration. Inspiration. Independence.

## H - PALMER PLACE SUPPORTIVE HOUSING

- Personal attendant services and support for activities of daily living provided in apartments at 3097 Palmer Drive, Burlington (12 clients plus 1 respite unit)
- Office located in apartment complex – clients lease their unit from third party

## C - YORK SUPPORTIVE HOUSING

- Personal attendant services and support for activities of daily living provided in apartments at 401 York Boulevard, Hamilton (12 clients)
- Office located in apartment complex – clients lease their unit from third party



## A - ADMINISTRATIVE OFFICES

- Offices of senior leadership, organizational development, human resources, finance and information technology
- Located within St. Peter's Residence at Chedoke building

## L - OUTREACH ATTENDANT SERVICES

- Personal attendant services and support for activities of daily living provided in individuals' homes throughout Hamilton area (52 clients)
- Office located in our Binbrook building

## I - CAREGIVER RECHARGE RESPITE PROGRAM

- Flexible in-home respite service for regular caregivers in South Etobicoke, Mississauga, Halton Hills, Oakville and Milton areas (400 clients)
- Clients access service through a third party
- Office located in Lakeside Court apartment complex

## G - ASSISTED LIVING FOR SENIORS

### - SUPPORTED@HOME

- Hub model providing 24 hour access to in-home assisted living services for approximately 35 seniors living in the Aldershot area of Burlington who may be at risk of hospitalization
- Office located in Westwood Phase II, Falcon Boulevard, Burlington

## F - HOMEMAKING PROGRAM

- Services provided in individuals' homes throughout Hamilton area include: light housekeeping, laundry, grocery shopping, meal preparation (350 clients)
- Office located in St. Elizabeth Village, Hamilton

## B - ST. PETER'S RESIDENCE AT CHEDOKE

- 210 bed long-term care residence at 125 Redfern Avenue, Hamilton
- Personalized services include: personal support, nursing, physician, therapy, food, housekeeping, laundry, recreational, spiritual

## M - BINBROOK SHARED LIVING

- 37 resident rooms plus 2 respite units in our building at 2080 Trinity Church Road for adults with high levels of physical disability
- Services include: personal attendant, therapy, nursing, meals, laundry, transportation, leisure activities

**J - LAKESIDE COURT SUPPORTIVE HOUSING**

- Personal attendant services and support for activities of daily living provided in apartments at 102 Greaves Avenue, Mississauga, plus limited transportation (11 clients)
- Additional supports for clients with an acquired brain injury
- Office located in apartment complex – residents lease their unit from third party

**K - AGHABI PLACE SUPPORTIVE HOUSING**

- Personal attendant services and support for activities of daily living provided in apartments at 1255 Vanrose Street, Mississauga, plus limited transportation (11 clients)
- Office located in apartment complex – residents lease their unit from third party

MISSISSAUGA

OAKVILLE

BURLINGTON

STONEY CREEK

HAMILTON

BINBROOK

**D - MISTYWOOD SUPPORTIVE HOUSING**

- Personal attendant services and support for activities of daily living provided in 1 shared living townhouse and 3 individual townhouses at Mistywood Drive, Stoney Creek (8 clients)
- Additional supports for clients with autism and blindness
- Office located in basement of townhouse – clients lease units from third party

**E - QUEENSTON HEIGHTS SUPPORTIVE HOUSING**

- Personal attendant services and support for activities of daily living provided in apartments at 971 Queenston Road East, Stoney Creek (12 clients)
- Office located in apartment complex – clients lease their unit from third party

H

G

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A B

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J

I

St. Peter's resident, Sheila Mann, grew up on her family's dairy farm. Sheila was a rather unconventional woman for her time. In the 1950s the traditional woman was a homemaker and caregiver for her family. The following is an excerpt from *How to be a Good Wife*: "have dinner ready; prepare yourself; take fifteen minutes to rest so that you will be refreshed when he arrives; clear the clutter; prepare the children; minimize all noise; make him comfortable; have a cool or warm drink ready for him,...". Apparently Sheila didn't read that book.

Sheila worked on the family farm while taking courses at McMaster University evenings and summers, so she could become a teacher. She taught for 46 years, as a librarian and vocational teacher. She thoroughly enjoyed her career and the students she taught. Sheila did not marry, but has a wonderful family with nieces and nephews. But Sheila was also a pilot and owned her own airplane. Flying aircraft for a hobby was certainly not common for men or women of her time, but it gave her the freedom and independence she loved.

# Sheila Mann



Despite experiencing a stroke a couple of years ago, Sheila continues to be very much engaged in her life, regardless of recent physical limitations. On any given day, you might find Sheila engulfed in a book or newspaper, listening to CBC radio, doing a crossword puzzle, attending physiotherapy or advocating for some changes in the food service at St. Peter's. Whatever she is doing, one thing is for sure, she always has a twinkle in her eye and a terrific joke to make you smile. Don't be surprised if she asks you if you have a joke in return.

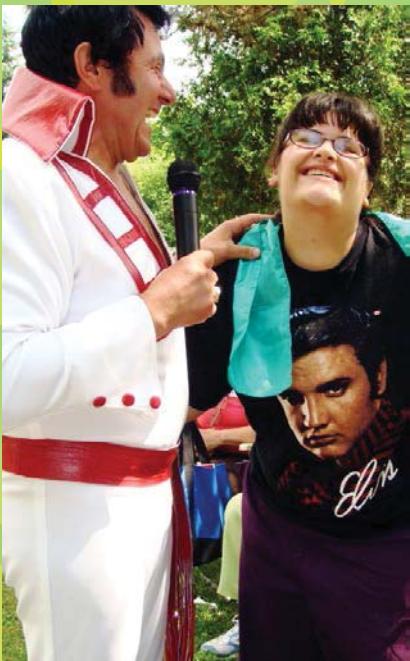
**"It's not the years in your life that count. It's the life in your years."**

- Abraham Lincoln

St. Peter's has listened to what Sheila and other residents have said about food service. We are pleased to report that a major capital project to install a full production kitchen on site is now complete. Now everyone can look forward to excellent quality home cooking!

# PEOPLE

“The annual picnic in Binbrook is my favourite thing of all about this place,” says Jim. “People come from all over and they feed us and always provide some fun entertainment, like Elvis Rock and Roll!”



## Jim Sasaki Moves to Make it Happen!



When Jim, a resident at Lakeside Court receiving services from AbleLiving, set out to support AbleLiving's inaugural fundraiser “Moving to Make it Happen”, he had no idea how generous his family and friends in his church community would be. Jim managed to collect donations of approximately \$450! He might have been tired

afterwards, but he sure set an example for others to “up their game and make it happen”. He is excited to see what next year will bring for the annual fundraiser. Challenge anyone?

Why would Jim go out and canvass for AbleLiving Services? Jim says “Over the past six years that I have lived here, the staff has been so helpful. They cook meals for me, help with laundry and keep track of the medications I have to take. I need the extra help and they are there for me.”

Just over 12 years ago Jim suffered a brain aneurysm while driving. He knocked down 23 light posts on the highway on his way home from what had been a lovely weekend at the cottage. Jim woke up one week later in Toronto Western Hospital with the left side of his body paralyzed.

While Jim has since endured his share of trials and tribulations, he is now happy and active in his community. Having help with his activities of daily living, through supportive housing and partner agencies that work with AbleLiving, affords Jim the independence and freedom he enjoys.

# STATISTICS

**1,626 PEOPLE SERVED**

**1,416 AbleLiving**

**210 St. Peter's**  
(residents)

**541 EMPLOYEES**

**266 AbleLiving**  
**275 St. Peter's**

**365 VOLUNTEERS**

**222 AbleLiving**  
**143 St. Peter's**

**163 DONORS**

**121 AbleLiving**  
**42 St. Peter's**

**The number of seniors aged 65 and over is projected to more than double from almost 2.1 million, or 15.2% of population in 2013, to over 4.5 million, or 25.5% by 2041**

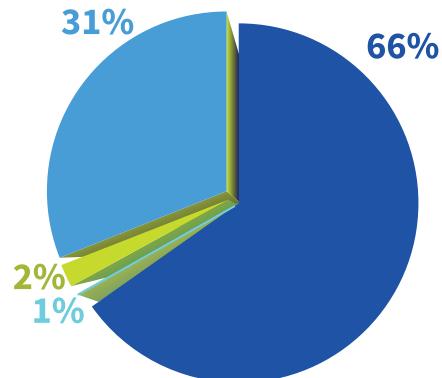
# FINANCIALS

## ST. PETER'S CARE CENTRES

Statement of Operations For the Year Ended  
December 31, 2013

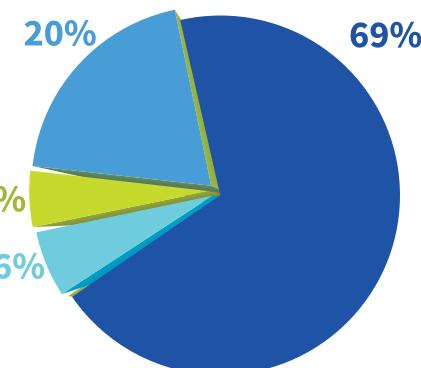
### REVENUE

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



### EXPENSES

- Salaries and benefits
- Mortgage interest
- Amortization of capital assets
- Supplies and other

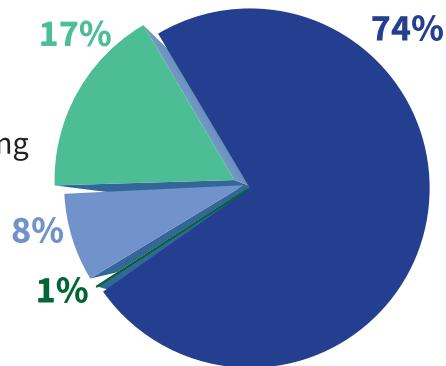


# ABLELIVING SERVICES INC.

Statement of Operations For the Year Ended March 31, 2014

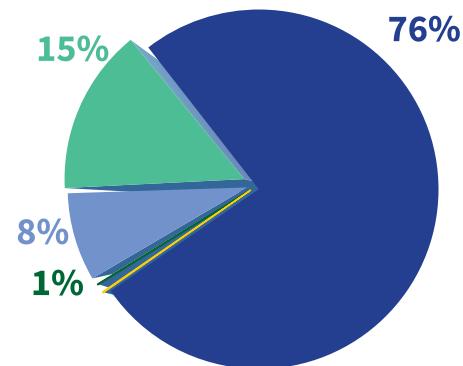
## REVENUE

- HNHB LHIN (MOHLTC) 74%
- MOHLTC one-time funding 8%
- Recoveries and other income 17%
- Donations 1%



## EXPENSES

- Salaries and benefits 76%
- Supplies and other 15%
- PSW expenditures 8%
- Mortgage interest 1%



# moving to make it happen

On June 4th we held our inaugural, annual fundraising event

**Moving to Make it Happen,  
a one kilometre mobility event  
around our service areas in  
Mississauga, Burlington, Stoney  
Creek, Binbrook and Hamilton,  
followed by a picnic lunch.**

THRIVE GROUP | FUNDRAISING

On a beautiful day, we had 250 participants, including many of our residents, clients, employees, volunteers, family and friends, join forces in our first sponsored mobility event.

Participants gathered pledges and donations from their contacts, and we were fortunate to obtain additional very generous support from corporate sponsors. As a result we not only met but far exceeded our original fundraising goal of \$10,000. Thank you to everyone who contributed to the 2014 grand total of \$18,000! A portion of the funds has already been allocated for such things as additional staff

training regarding general customer service as well as specialized training in dealing with dementia. Funds will also be used to introduce Montessori-based programming in long-term care.

Through this signature event we increased community awareness about programs and services provided by Thrive Group - AbleLiving Services and St. Peter's Residence at Chedoke.

We invite everyone to join us on Tuesday, June 2, 2015 for our Second Annual Moving to Make it Happen, which we will work to make even bigger and better than the first.





**Thank you to our many  
supporters and friends in the  
community.**

# Staff Profiles

## Bindumol Kunjappi: Some Things are Meant To Be



Bindumol Kunjappi was working as a cardiac nurse in New Delhi, India where she also volunteered assisting street kids, among whom were children with physical disabilities. In 2002, newly married, she moved alone to Hamilton to work as a palliative caregiver. While living at Queenston Heights

apartments in Stoney Creek, each day Bindu saw AbleLiving Services personal attendants calling on clients in their apartments.

Four years after her arrival in Canada, Bindu became a permanent resident and her husband joined her here. He encouraged her to apply to work at AbleLiving, whereupon she was hired full-time. They bought a house nearby so she could walk to work.

This past winter AbleLiving sponsored a course for employees that qualified attendants as Personal Support Workers; Bindu needed little encouragement to take advantage of this educational opportunity. To no one's surprise she passed with flying colours. We are grateful to have her assisting our clients at Queenston Heights, her first home in Canada, and Bindu is thrilled to be working at AbleLiving. Her reason for moving to Canada was for a better life - this was all meant to be.

## Ashley Lishman: A Career of Caring

After graduating from high school, Ashley Lishman entered the Registered Nurse program at McMaster University. After completing her first year of the program in 2008, she began to work part-time as a Personal Care Worker at St. Peter's Residence. Ashley graduated with a B.Sc. in Nursing in May 2014.

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In September 2014 Ashley moved into her new position as a Registered Nurse. After only a few months in her new role it is evident that Ashley is quickly becoming a skilled and dedicated nurse. Her passion for learning, coupled with her passion for our residents and their families, makes Ashley a valuable new member of the St. Peter's Nursing Team.

When asked what she likes most about her new role, Ashley tells us "I just love being able to share my knowledge and skills with my colleagues so that together we can make sure we provide the best care possible to all our residents." And Ashley plans to go back to school in the future to continue to build her skill set.



# Volunteer Profiles

## Peter and Arrow: Visitors versus Volunteers

Every second week, for almost 10 years, Arrow (the Kuttenkeuler family's golden retriever) and Peter have been visiting AbleLiving's Binbrook residents. Yes, technically, it is called volunteering, but he believes volunteering suggests that we give more than we get. Peter prefers the term "visit" instead, because their time with the residents at AbleLiving is more of a mutual affection, not a job that must be completed.

Peter and Arrow belong to the Hamilton Branch of St. John Ambulance, which provides pet therapy visits through their Therapy Dog program. Pet therapy visits are warm and comfortable interactions known to lower peoples' stress levels and promote relaxation. With kind strokes on Arrow's head and scratches around his neck or ears, he responds with lots of tail-wagging. The residents then light up too. Arrow is the gentlest dog and a natural for pet therapy (he barks once a month, even then it's just to clear his throat).

Peter gets to hear about Eddy's visit home, David's camp experience, Tony's day at TEAD (The Equestrian



Association for the Disabled), Kathy's mom and dad, Greg's trip to Wal-Mart, and Fiona's family visit. While Arrow is being petted with affection, Peter may ask about Richard's dialysis, Dennis' new watches/hats/glasses, Paul's family, Brenda's rug-hooking work, Dave's trip to the Glanbrook Rangers games, Marilou's knitting, and Heather's homework.

"The clients and staff are truly wonderful" states Peter. "Arrow and I would like to give special kudos to Colleen Connolly, Volunteer Coordinator, who first welcomed us ten years ago and continues to be a friendly and energetic link between site volunteers and clients."



## **Lisa Rientes Knew St. Peter's Was the Place for Her.**

From the moment Lisa Rientes was given a tour at St. Peter's Residence for her high school co-op placement, she knew it was the place for her. For over two years now she has been a loyal volunteer. "They literally won me over," says Lisa.

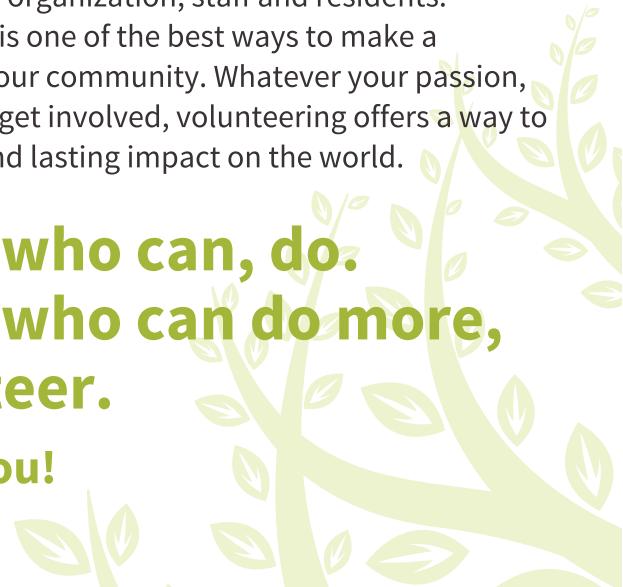
She is in her second year as a full-time student at Mohawk College for Recreation Therapy, has a part-time job that takes 25 hours of her week, yet still finds time to volunteer every second week at St. Peter's Residence.

Lisa's passion for healthcare, particularly long-term care, is rooted in her childhood memories of visiting her Oma in a care facility. "I don't know why, but I always felt at home in that environment," states Lisa. Getting to know the residents and making them feel valued and cared for was something that was natural and critically important for her, even at such a young age. "Simply asking them how they are, remembering their names and sharing a warm smile can change their day, and mine too!"

Volunteering is more than simply doing a good deed. In fact, volunteering can be a great way to develop skills, learn more about career options, make friends, garner new professional contacts, or even just shake up your routine. In 2013 St. Peter's Residence was extremely grateful to have 143 volunteers provide over 5600 hours of service, which had an immeasurable impact on the culture of our organization, staff and residents. Volunteering is one of the best ways to make a difference in our community. Whatever your passion, however you get involved, volunteering offers a way to have a real and lasting impact on the world.

**Those who can, do.  
Those who can do more,  
volunteer.**

**Thank You!**





THRIVE GROUP

# BOARD OF DIRECTORS

THRIVE GROUP  
VOLUNTEER BOARD OF  
DIRECTORS

**David Montgomery**  
**President & Chair**

**Terry Anderson**  
**Sean Casey**  
**Carol Crowe**  
**Laurie Fox**  
**Paul Lawrence**  
**Ruth Liebersbach**  
**Susan Rivers**  
**Don Ross**  
**Christine Sawchuk**  
**Dr. Brenda Vrkljan**



## SENIOR STAFF



Thrive Group

**Steve Sherrer**

Chief Executive Officer

**Brenda Patterson**

Chief Financial Officer

**Sandra Watt**

Chief of Organizational  
Development



St. Peter's Residence  
Thrive Group

**Renee Guder**

Administrator



AbleLiving  
Thrive Group

**Sallie Morrison**

Director

## Memberships

Ontario Association of Independent Living Service Providers  
Ontario Association of Non-Profit Homes and Services for Seniors  
Ontario Community Support Association  
Ontario Federation for Cerebral Palsy  
Ontario Hospital Association  
Ontario Long-Term Care Association  
Public Services Health and Safety Association of Ontario



## CARF Accreditation

In 2014 a CARF Three-Year Accreditation was awarded to AbleLiving Services for the following program:

“Home and Community Services, Governance Standards Applied”.

St. Peter's Residence at Chedoke was awarded a CARF Three-Year Accreditation in 2012 for the following:

“Person-Centred Long-Term Care Community,  
Governance Standards Applied”.

Accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF) is official recognition that our organizations are guided by internationally recognized service standards and best practices. CARF accreditation consists of ongoing consultation and in-depth on-site reviews to help us achieve the highest quality of care for our residents and clients. Accreditation demonstrates that we have opened our service delivery and business processes to outside scrutiny to improve the quality of our programs.



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**St. Peter's Residence at Chedoke**  
**Email:** [reception@stpeterscc.ca](mailto:reception@stpeterscc.ca)  
[www.stpeterscc.ca](http://www.stpeterscc.ca)

**AbleLiving Services**  
**Email:** [info@ableliving.org](mailto:info@ableliving.org)  
[www.ableliving.org](http://www.ableliving.org)

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