

The Kindred logo features the word "kindred" in a white, lowercase, sans-serif font. A small teal-colored arc is positioned above the letter "i".

kindred

A photograph of a city skyline at dusk or dawn. The sky is filled with large, dramatic clouds illuminated by the low sun. In the foreground, a colorful playground with green, red, and purple sections is visible. In the background, several tall buildings are visible, including the prominent Tower of David with its red and white observation deck. A wooden railing runs along the edge of the playground area.

**Realize the Power of
Human Connection**
2023-2027 Strategic Plan

Kindred Strategic Plan

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CEOs' Message



Our organization completed its 65th year of service in 2022; a monumental year for us. After serving the community for over six decades as Catholic Family Service, we became Kindred. Becoming Kindred was a process of bringing the best of who we've been into sharper focus rather than trying to create something new. This document articulates an exciting next chapter, built on a legacy we're incredibly proud of.

Our 2018 – 2022 strategic plan was transformative for our organization. When we launched the plan, we believed *building strong families* represented our higher calling. The plan was declarative that when we say *families*, we mean *all families*—regardless of where they come from, who they love, how much money they have, or where they pray. We are proud of the way our board, staff, and volunteers embraced the commitment to ensure our services were open to all *and* called attention to where we needed to do better. We learned together how our open and flexible definition of family—a relationship that endures over time,

through which a responsible commitment has been made to provide for the well-being of another—wasn't always broadly understood or operationalized. We needed to unearth our deeper *why*.

We believe our revised purpose, realize the power of human connection, transcends and includes everything that was always meant by *building strong families*. We trust you'll see in the pages that follow the way that family, especially the relationship between caregivers and their children, is still at the heart of our work. We hope you'll also see that what makes a strong family—and a strong organization, collaboration, or community—is connection.

Our updated Strategic Plan describes why we exist, what we want to achieve, the values that guide us, and the initiatives we will execute in pursuit of our ambition. Largely a continuation of the efforts pursued over the last five years, our commitment to quality service delivery and collaboration remains strong. We've added an intentional focus on the well-being and sense of belonging among our people. We've also broadened our invitation to who we need to support *and participate in* our work – funders, volunteers, corporate supporters, and a new generation of donors. While this plan is designed from a western worldview, our strategic themes are intended to advance our learning in Diversity, Equity & Inclusion and Indigenous Inclusion to ensure we are an organization where everyone truly belongs.

We believe that connections sustain us and see us through challenges—and, to that end, we are so grateful for the community of supporters that stand with Kindred. A collective effort is needed to tackle the crises of disconnection surrounding us, and Kindred has never been in a better position to take on this work. Grounded in our history and invigorated by our purpose, we are *all in* to bring this plan to life. We hope you'll join us in realizing the power of human connection.

Byron Chan, Co-CEO

Jessica Cope Williams, Co-CEO

Purpose, Ambition, and Values

Purpose, Ambition, and Values are the foundation that grounds our strategy. They provide a framework we can return to for clarity and direction.

Purpose

An organization's purpose is why it exists. Our purpose is a shared passion that unites us, motivates our work, and grants meaning to our daily tasks. As it inspires and energizes us, our purpose is also our North Star. Together with our shared values, our purpose guides our collective ambition and individual effort by shaping how we understand and approach our work and role in the community.

Our Purpose

Realize the Power of Human Connection

By their presence or absence (physically or emotionally), those who mean the most to us profoundly affect the meaning and impact of our experiences. Consider a childhood of healthy attachment nurtured by a loving caregiver compared to one defined by emotional distance and loneliness; or dinner together when you've repaired a relationship compared to when you've only managed to put on a brave face; or perhaps the challenge of a fresh start when you're confident compared to when you only feel fear and doubt. Our relationships add depth and meaning to our lives, but human connection often isn't easy or uncomplicated. When we experience disconnection, our mental and physical well-being suffer.

The power of human connection is the power to relieve sorrow and suffering, increase our self-esteem and empathy, heal wounds, and lift spirits. It lets us believe that who we are is enough.

Everyone needs connection, so Kindred's programs and services are open to all. We stabilize and improve mental health and strengthen family functioning, realizing connection in the relationships that matter most to those we serve.

At Kindred, there is opportunity for connection in everything we do—a chance to acknowledge the humanity and dignity of another through authentic relationship. In that sense, our purpose is our promise. It sets an expectation for how we will approach our work differently from other organizations invested in meeting similar needs in the community. The community can trust that our actions and decisions will be rooted in and work toward realizing the power of human connection.

Ambition

While our purpose describes why Kindred exists, our ambition identifies what we collectively seek to accomplish. It offers a glimpse of the organization we aspire to become as we fulfill our purpose. Our purpose is the lens through which we understand our ambition.

In our previous strategic plan, our ambition described a goal of sector leadership. The intent was to stimulate our thinking about how Kindred must evolve in response to the changes around us. As a team, we worked diligently through that ambition. We accomplished a lot in the past five years, and we recognized that where we were most effective was where we were most connected. Our reputation as a strong leader among not-for-profits in Calgary results from our capacity for connection.

Our new ambition reflects our deepening understanding that human connection isn't something we add to our work. It *is* our work. The shift has profound implications for everything we do and how we approach our programs, collaborations, people, and community. It clarifies our understanding of what it means to be a sector leader.

Our Ambition

We aspire to be deeply connected to our community, elevating human connection as a fundamental need.

This means we will:

- Deliver accessible, effective, and innovative services that achieve our intended impact;
- Collaborate beyond organizational boundaries to meet the holistic needs of those we serve and strengthen connections within the human services sector;
- Establish an environment where our people flourish because we are connected to our purpose and each other; and
- Inspire our greater community to actively participate in our purpose.

Our Intended Impact

Our Intended Impact is a brief statement that identifies the beneficiaries of our activities, the change we envision, and the results we will hold ourselves accountable to.

Kindred believes that connection is a universal human need. Consistent with that belief, our services for individuals and families are open to all.

The circumstances for each person we serve will be unique. Our approach recognizes the interplay between three critical conditions for connection:

- Strong relationships between children and caregivers
- Healing for and from ruptured relationships
- Capacity and confidence in relationship with self and others

We stabilize and improve mental health and strengthen family functioning, realizing connection in the relationships that matter most to those we serve.

We deliver services in Calgary, and expand within Alberta, where our specialized skills and knowledge are uniquely suited to achieve these outcomes.

Elevating connection as a fundamental need means we will put connection first in everything we do. As we deliver services to meet the evolving needs of individuals and families, a deeper connection with the community is essential to understand what defines services that are accessible and effective.

Meaningful innovation requires perspectives and voices beyond our own.

While we believe services that foster connection (or address disconnection) are essential, we also know that clients have other needs that must be addressed on their path to well-being. Through strong collaborations, services across the sector must be connected to deliver the greatest impact.

Internally, connection is the core of a healthy team environment. Through our shared connection to purpose, we recognize the critical importance of our connection to each other—we can't pursue connection alone. Authentic relationships establish clear expectations and acknowledge each other's humanness. We grow and learn from each other and our mistakes. Our relationships also reinforce that each of us is accountable for our role in our collective pursuit of purpose. The product of this interplay between connection to purpose and connection to each other is what we need to flourish individually and as the Kindred team.

Crucially, the scope of our ambition extends to our greater community: all people who connect with us as we pursue our purpose. They will also experience the power of human connection through engaging with us. It may be with us or our clients, or with their family, friends, neighbours, or colleagues, or through a sense of shared humanity inspired by seeing their story reflected in the stories of those we serve. Through every experience of connection, we'll inspire our greater community to participate in our purpose and advance our ambition to elevate human connection as a fundamental need.

Values

Our purpose inspires us and motivates us to act. Our ambition helps us channel that motivation into positive results for the clients we serve and our community. Alongside them, our core values function as our moral code.

These are the values we stand for, believe in, and won't compromise on. They are the guardrails that keep us on the right path to fulfill our purpose. Our values guide how we behave, interact with others, and make decisions together.

Our Values

Compassion

- We genuinely care for each other, our clients, and our community.
- Compassion is a driving force for our work and how we show our humanity.
- We understand that we all have a story and carry its scars and complexity with us.
- We respect and appreciate each other, our clients, and those we collaborate with.
- Our compassion leads to true understanding and trustful connections where people feel validated and safe to be themselves, voice their opinions, and pursue new possibilities.

Courage

- Courage is where creativity, innovation, and belonging stem from.
- We need courage to lead as much as to seek help, allow ourselves to be authentic and vulnerable, and be curious and take risks.
- It takes courage to acknowledge our failures and maintain belief in ourselves to pursue our ambition.
- Courage is the force that moves us toward our goals, even through doubt and fear. It equips us to pursue uncharted paths rather than accept the status quo.

Excellence

- Excellence isn't a destination. It's a relentless and ongoing pursuit of our purpose.
- Our pursuit of excellence isn't attached to prestige or ego, nor is it the expectation of perfection. It's exemplified by embodying humility and embracing a growth mindset to do the best we can for one another and those we serve.
- We hold ourselves and each other accountable, and we know we can count on one another. We do things right even when it's the hardest path.

Family

- We filter everything we do through the lens of family because family, whether biological or chosen, is the most important relationship in a person's life.
- Understanding what is meant by family requires focusing not on bloodlines or DNA but on what families do. Family is a relationship that endures over time, through which a responsible commitment has been made to provide for the well-being of another.
- Our commitment to helping people create and strengthen family and learn the skills and capacity to love and be loved is based on the conviction that no one can be understood and served in isolation, but only in the context of the support system surrounding them.
- Through our work with families, we can help break the cycle of vulnerability and have the most significant impact.

Humility

- Humility is the belief that we can achieve much more together than we could on our own.
- It requires acknowledging the gaps in our knowledge and capabilities and valuing the opinions and perspectives of others.
- It's a commitment to learning and a continuous striving to be better. It's how we deliver on the promise to always do our best.
- Humility is a key ingredient in positive, supportive relationships and highly effective teams.

The Power of Human Connection

Why is Kindred driven to realize the power of human connection? Why not focus on strong and resilient individuals?

Our purpose, realize the power of human connection, articulates a deeper understanding of our decades-long commitment to strengthen the relationships that matter most to those we serve—often their family. We base our commitment to the family on two things. One is our conviction that the needs of individuals can't be understood and served in isolation but only in the context of the support system surrounding them. Second is our belief that understanding family in a diverse society requires us to define family by what families do instead of what families look like. To us, family is a relationship that endures over time, through which a responsible commitment has been made to provide for the well-being of another.

This highlights an essential truth of connection: the quality and health of our relationships are crucial to our well-being and resilience. When we feel a sense of belonging and know that we matter to those around us, we are most capable of the hope, courage, and determination we need to thrive—as individuals, families, and communities.

The Critical Conditions of Connection

As individuals and families are impacted by systemic and complex challenges, committing to the seemingly simple idea of human connection can feel insufficient. But across human history, our capacity for connection—to empathize, see our shared stories, and work together for each other—has defined and shaped the best humanity has accomplished.

The most apparent triumphs of human connection are the social movements that strengthen our society, making headlines and history books. But the power of human connection isn't tied to scale. Every day, small, ordinary moments of connection transform lives in deeply profound ways.

As infants, we depend entirely on a parent or caregiver to meet our most basic physical needs for food, water, and shelter. Still, to grow up healthy and resilient, we also need connection. Research shows that regardless of background and circumstances, children who find healthy attachment and human connection in the first years of life and at other sensitive periods of development have a much greater chance to lead happier, healthier lives into adulthood. Connection significantly reduces their risk of mental health challenges and addiction. In turn, they are more likely to grow up to make positive contributions to their community and be strong role models for those they interact with, including any children they bring into the world. Supporting a strong connection between a loving caregiver and a child has profound, life-long implications.

As we grow, we gain independence to meet our needs, and we still need connection. Our ties to each other contribute to our happiness and sense of security, support, and purpose, benefiting our mental and physical well-being. Scientific studies reveal that the hurt and negative feelings we experience in response to social rejection, a cruel word, or grief activate the same brain systems as physical pain. These hurts, known as social pain, shape our fear, anxiety, and depression. They can even intensify or

prolong the experience of physical pain and lead to unhealthy coping strategies and dependencies. Studies have shown that some types of social pain, like loneliness and isolation, have enough impact on well-being to be associated with increased costs in healthcare, the justice system, and social services.

The lifelong impact of healthy connection during early childhood, and the significant correlation of strong social ties with our physical and emotional well-being, point to our need for human connection. Without it, we struggle, and many pervasive social challenges are rooted in disconnection. The power needed to respond to these challenges and make a large-scale change doesn't just appear; it begins in small moments of connection. Our ability to create those connections depends on our capacity and confidence in relationships with ourselves and others.

While our need and potential for love and belonging are innate, understanding *how* to connect is a skill we typically learn through healthy attachments in early childhood. But even a childhood marked by disconnection is not the end of the story. Research into neuroplasticity—our brain's adaptability—shows that even if we didn't experience the nurturing environment required for healthy development as children, it's still possible to *rewire* our brains for healthy connection later in life. It takes time and practice, but we're always learning about ourselves, how others see us, and what we need and can offer in a healthy relationship.

We believe that by focusing our efforts on three critical conditions for connection—strong relationships between children and caregivers, healing for and from ruptured relationships, and capacity and confidence in relationships with self and others—we will profoundly impact the well-being and quality of life for individuals, families, and ultimately, our society.



The World in Which We Operate

To thrive in today's complex and rapidly changing environment, organizations need to maintain a deep connection to their community, understanding how current trends impact the organization and the people around them.

Taking the time to anticipate the impact of external trends most relevant to the organization and our community is an essential step toward building an enduring strategic plan. The list below summarizes the trends we believe will significantly impact Kindred and the individuals and families we serve over the next five years.

Demographic Trends

- International migration will be the main contributor to Calgary's population growth.
- Calgary's population will continue ageing.
- Demand for services supporting those who identify as part of the 2SLGBTQ+ community will increase.
- In Canada, there will be a continuing need to address disparities between the social determinants of health as experienced by Indigenous and non-Indigenous populations.

Economic Trends

- Although the overall value of charitable giving in Canada is increasing, the trend masks the potential for significant instability in charitable giving:
 - There remains a persistent decline in the number of Canadians who donate to charity;
 - The giving gap—where older Canadians give financially at significantly higher rates than younger Canadians—continues to widen;
 - The increasing value of annual charitable donations results from a small group of older donors (aged 55+).
- Digital connection with charities is increasingly important, especially for younger generations.
- The persistent effects of the pandemic will continue to impact income inequality and unstable employment.
- Total health spending in Canada will continue to increase.
- High inflation, rising interest rates, and substantially higher food and energy costs will continue impacting households.

Social / Political Trends

- More Canadians are acknowledging the history of mistreatment of Indigenous people, recognizing the need to support and participate in efforts toward reconciliation.
- Changes to Alberta leadership, and the upcoming election, mean uncertainty about government focus areas for the next few years.

- Employers will have to navigate shifting employee expectations for flexible work arrangements, increased compensation, promotions, and additional professional development.
- Growing awareness of the personal, workplace, and economic impacts of mental health challenges will place increasing pressure on employers and business leaders to create environments that improve workplace mental health.

Not-for-Profit Sector Trends

- Collaboration will remain an essential part of service delivery.
- Leaders will be expected to take collective action toward common goals to solve societal problems.
- Recruitment and retention of volunteers will remain difficult.
- Lack of long-term secured funding will continue to seriously hinder not-for-profits' abilities to realize their purpose and plan in a strategic manner.
- Technology will remain an important tool for service delivery while also creating a digital divide between those who can access and use technology and those who cannot.
- Not-for-profits will need to continue adapting to changing patterns of engagement, including younger Canadians, who:
 - Are becoming less likely to make financial donations compared to older generations but more likely to express generosity by volunteering, protesting, fundraising, or advocating;
 - Have higher trust in charities but are increasing their expectations that the charities they support address issues related to social justice.

Mental Health

- The increase in mental health disorders will lead to increased demand for social support agencies.
- Significant health inequalities will continue to be experienced by Indigenous peoples, sexual and racial/ethnic minorities, immigrants, people with lower socio-economic status, and people living with a disability.
- We will continue to see the impact of the pandemic on children and youth who were adversely affected, with many experiencing isolation, anxiety, and loneliness.
- The related and often coexisting concepts of social isolation and loneliness, exacerbated by the pandemic, will continue to emerge as significant factors impacting mental and physical well-being and contributing to premature mortality.
- Mental Health is likely to remain a top-five cause supported across all generations.

Strategic Direction, 2023-2027

Our purpose is compelling. Our ambition is clear. What strategy will we execute to succeed?

An effective strategy is grounded in an honest assessment of the organization's challenges and opportunities today and in the future. It also requires deliberate choices about how the organization will address them. A well-designed strategy sets direction, clarifying where an organization should focus its efforts and align resources. It helps facilitate the change toward an agreed end.

The entire Kindred team was invited to participate in an assessment of the organization. Participants completed a full SWOT analysis, exploring the challenges and opportunities facing Kindred relative to its strengths and weaknesses. A People and Leadership Survey was also used to assess confidence in leadership and measure staff engagement and well-being. Based on the information gathered through these efforts and the environmental scan, Kindred's leadership team identified three recurring themes, which they believe will position Kindred to succeed:

1. Integrate connection into all we do
2. Mature and evolve our processes
3. Enhance our ability to measure impact

Each strategic theme is described on the following pages, including a list of the associated initiatives. Together, they describe a future for Kindred that aligns with our purpose and ambition. They support the organization to continue working in a consistent direction, even as innovation opens the door to new opportunities and the external environment evolves.

In implementing our strategic initiatives and priorities over the next five years, our primary intent remains *to become better in all that we do*. Striving for operational excellence—in service delivery, interactions with community members, business processes, staff competencies, and organizational design—will continue enhancing our solid foundation. On that foundation, our strategic direction, shared values, and culture will help Kindred to grow and expand our service reach to pursue our purpose and achieve our ambition.

Our Three Strategic Themes

Strategic Theme 1: Integrate connection into all we do

Kindred's purpose is to realize the power of human connection. In recent years, we've made significant progress in reinforcing a connection-based approach to our programs and services. We look at issues and challenges facing those we serve through a lens that considers the support system or relationship dynamic associated with each presenting concern. This strategic theme compels us to turn that lens to all sides of Kindred's work, including our collaborations, people, and community. We are most effective where we are most connected. Our most significant opportunity to impact the well-being and quality of life for individuals and our society is when we foster authentic relationships.

We will:

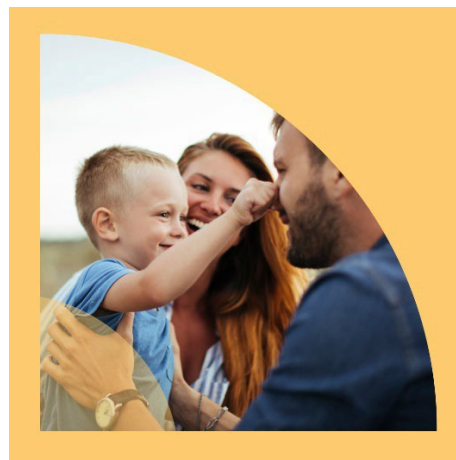
- Deepen our knowledge of Indigenous and other worldviews to enhance our ability to connect with clients, staff, and community.
- Optimize our portfolio of programs to ensure that they:
 - Address critical conditions for connection.
 - Meet outcomes of stabilized and improved mental health and/or increased family functioning.
- Incorporate Indigenous worldview and a Diversity Equity & Inclusion lens into service design and delivery.
- Identify gaps in our service offerings and strengthen partnerships with other agencies to fill those gaps.
- Situate our services within other sectors and systems to create a more holistic continuum of care for clients.
- Continue the work of creating an inclusive environment where all staff feel they belong.
- Cultivate a culture that fosters both relationship and accountability.
- Prioritize the mental health and well-being of our teams.
- Increase understanding and awareness of who Kindred is in the community.
- Increase opportunities for the external community to engage with us, particularly in ways that demonstrate our commitment to reciprocity.
- Deepen our connection with Kindred stakeholders.

Strategic Theme 2: Mature and evolve our processes

Mature processes that evolve with the organization enable consistency and efficiency. They help us get the work done and ensure that uncertainty doesn't stand in the way of purpose. In recent years, we've focused on reviewing and strengthening our processes, and work is ongoing to streamline and improve them. As Kindred evolves, responding to a deepening understanding of Diversity, Equity & Inclusion and to meet the emerging needs of our community, we must continue to mature and develop our processes.

We will:

- Strengthen processes for continuous assessment, adaptation, and innovation of our programs.
- Update our Service Delivery Model to integrate critical conditions for connection and updated values.
- Develop a robust collaboration framework to support effective partnerships.
- Develop board-to-board protocols that deepen connection and collaboration.
- Refine operational planning processes.
- Strengthen the interdependence between people processes and operational planning.
- Integrate our updated values and competency framework into our way of working.
- Strengthen processes across the employee lifecycle to support the engagement and retention of our people.
- Invest in leadership development and succession planning.
- Document key workflows to support day-to-day operations, employee onboarding and succession.
- Develop a strategic approach for managing revenue, cash flow, and investments.
- Update our strategy for the Unlocking Potential Foundation.
- Integrate financial data into strategic and operational decision-making.
- Develop a long-term plan for Information Technology:
 - Integrate technology considerations into decision-making.
 - Leverage technology as an enabler for operational process improvement.
 - Increase investment in IT security, systems, and infrastructure.



Strategic Theme 3: Enhance our ability to measure impact

Kindred endeavours to make a measurable, meaningful difference through connection. We've taken significant steps over the past five years, participating in research, broadening our cultural and diversity awareness, and developing evaluation tools—we will continue and build on this work. Enhancing our ability to measure impact is essential to understanding individual and community needs and overcoming persistent barriers to the accessibility of our services. With better information about our impact, we will allocate resources more effectively and find ways to work more sustainably. Data allows for the ongoing development, refinement, and innovation of services that support individuals and families.

We will:

- Continue to enhance evaluation frameworks that measure the impact of our programs:
 - Strengthen capacity in research and evaluation to increase understanding of the factors that enhance the critical conditions for connection.
 - Informed by an Indigenous worldview and a Diversity, Equity & Inclusion lens, review and update how we evaluate the impact of our programs.
- Develop evaluation frameworks to measure the effectiveness of our collaborations for the benefit of clients and the human services sector.
- Develop ways to assess, measure, and evaluate the investment of resources relative to the impact.

A Note on Implementation

Approaching each of these strategic themes will take a significant and collective effort. We know from implementing our last strategic plan that a large part of our success will depend on our capacity to foster connection with each other. It also depends on linking individual actions to our organizational efforts and our ability to identify how our individual tasks align with and advance our strategic initiatives.

Across our portfolio of dedicated strategic projects and our day-to-day operations—including, but not limited to, direct service—implementing our strategic initiatives to pursue our purpose and achieve our ambition will require us to work collectively, connected to our purpose and each other.

A Culture of Connection

Organizational culture is key to an extraordinary workplace and is one of the essential elements of highly successful organizations.

Organizational culture is the shared social understanding of “how we do things around here.” The norms permitted by culture—and the response when those norms are crossed—have significant implications for the organization’s function and the team’s well-being.

Kindred has a robust organizational culture formed over 60 years. Connection is already woven into how we work and is part of what makes us successful. But culture and connection are not events; they are processes and experiences over time. They exist within the hearts and habits of the Kindred team, which means that elevating connection to be the central principle of our culture will require collective and continuous effort.

This strategic plan brings an intentional focus on the well-being and sense of belonging among our most important asset: our people. In part, our ambition identifies our intent to establish an environment where our people can flourish because they are connected to our purpose and each other. Our culture of connection, shaped and reinforced by our shared values, will be a foundational element of that environment.

Connected to Our Purpose and Each Other

To be connected to our purpose is to seek connection in everything we do. Kindred’s purpose can only be pursued in connection with others, and we are more effective and innovative when we work together, so we focus on strengthening the ties between us. We invest in authentic relationships built on recognizing each other’s humanness. We make space for people to be seen and understood for who they are, to voice concerns, and to support each other to solve challenges and learn from mistakes.

At the same time, to be connected to each other is to remember that this is a team effort, and we each have a role to play. None of our work exists in isolation, and our relationships build our awareness that others are counting on us. We are accountable to each other for our work, actions, and decisions. Our choices and behaviour impact those we work with and our collective pursuit of Kindred’s purpose.

Kindred’s imagination of a culture of connection is rooted in our commitment to Diversity, Equity & Inclusion:

Belonging at Kindred

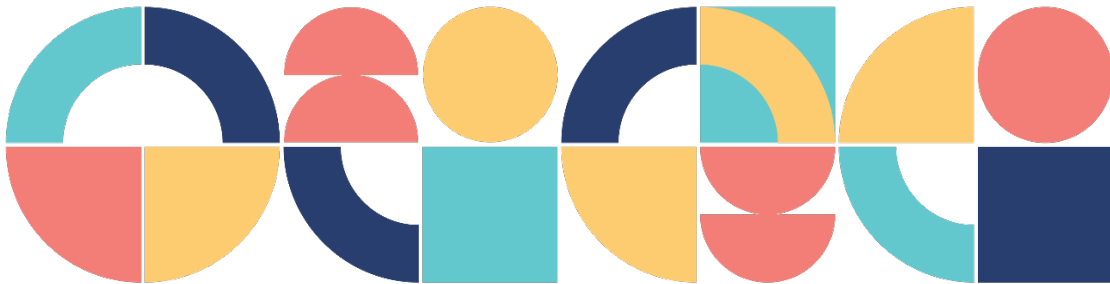
The need for human connection is universal. At Kindred, we believe that everyone deserves to experience belonging regardless of where you come from, who you love, how much money you have or how you choose to pray. By embracing diversity of culture, race, religion, ability, sexual orientation, gender identity, and thought, Kindred is committed to ensuring there is space for all. Kindred approaches its diversity, equity, and inclusion journey with curiosity and humility. We commit to creating a safe and inclusive environment for our staff, clients, and anyone we have the privilege of being in connection with.

This culture of connection—an environment where we flourish because we are connected to our purpose and each other—is a balance between relationship and accountability. Two valuable tools are available to guide us as we work together to find and maintain the right balance.

Kindred’s values: compassion, courage, excellence, family, and humility, guide the behaviours and actions consistent with a culture that values individuals and recognizes how they can strengthen and encourage each other through connection.

Similar and strongly tied to our values, Leadership Culture has been a significant focus of Kindred’s team for the past five years. We’ve made incredible strides toward all employees, not only those in titled positions, demonstrating the behaviours of a strong leader: embracing belief in the organization’s vision; dedication to executing the agreed strategy; willingness to listen to and accept feedback; commitment to act fairly and consistently in making decisions that are in the best interests of the organization; courage to embrace the possibilities inherent in innovation and to encourage others to do so. These behaviours summarize the commitment and accountability required if Kindred is to accomplish our ambition and fulfill our purpose.

Working together to infuse connection more deeply into Kindred’s already vibrant culture will continue building an environment that encourages belonging instead of fitting in. A culture where authentic relationships invite us to be ourselves and feel safe to learn and grow together while establishing clear expectations about our accountability to each other. By expanding our culture of connection, we will flourish individually and as the Kindred team.



Execution and next steps

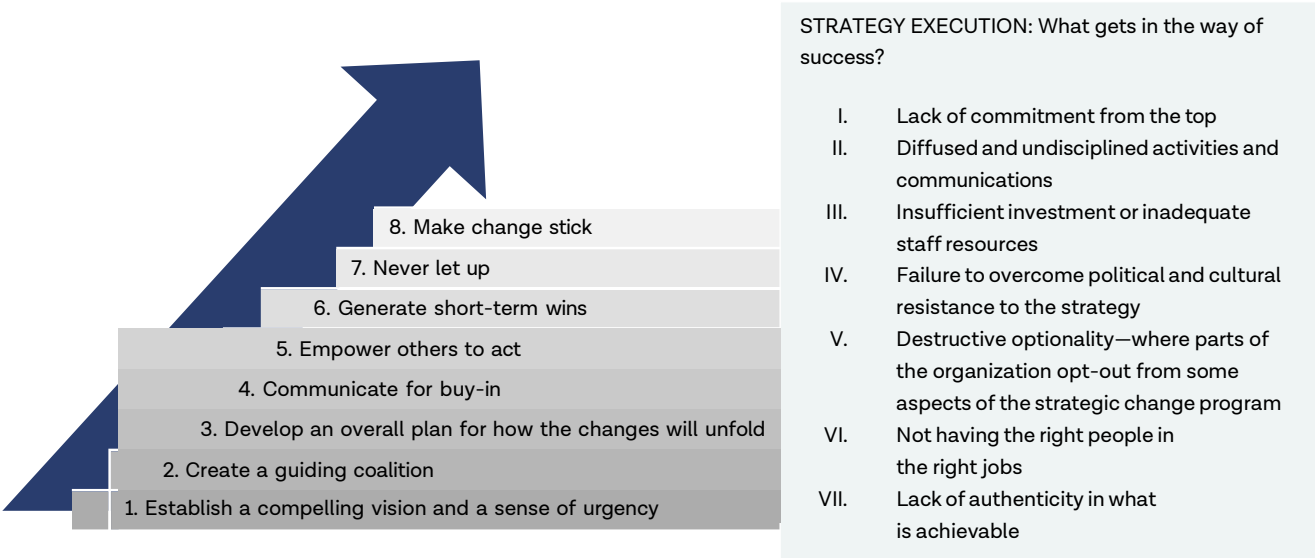
Typically, a strategy is much easier to define than to deliver. Why have so many great organizations failed in executing their strategy?

A key difference between those organizations where strategies were successfully executed and those that failed relates to whether the organization’s leaders gave effective sponsorship and guidance to the change agenda. In creating this plan, leaders across the organization reflected on experiencing the consequences of not planning change well—staff stress, a fragmented approach, and a strained pace—and how we want to do better implementing this plan. As we move into the execution phase of our strategy, the Kindred Board and senior leadership team commit to following a focused and structured approach toward implementing the changes required to achieve our ambition.

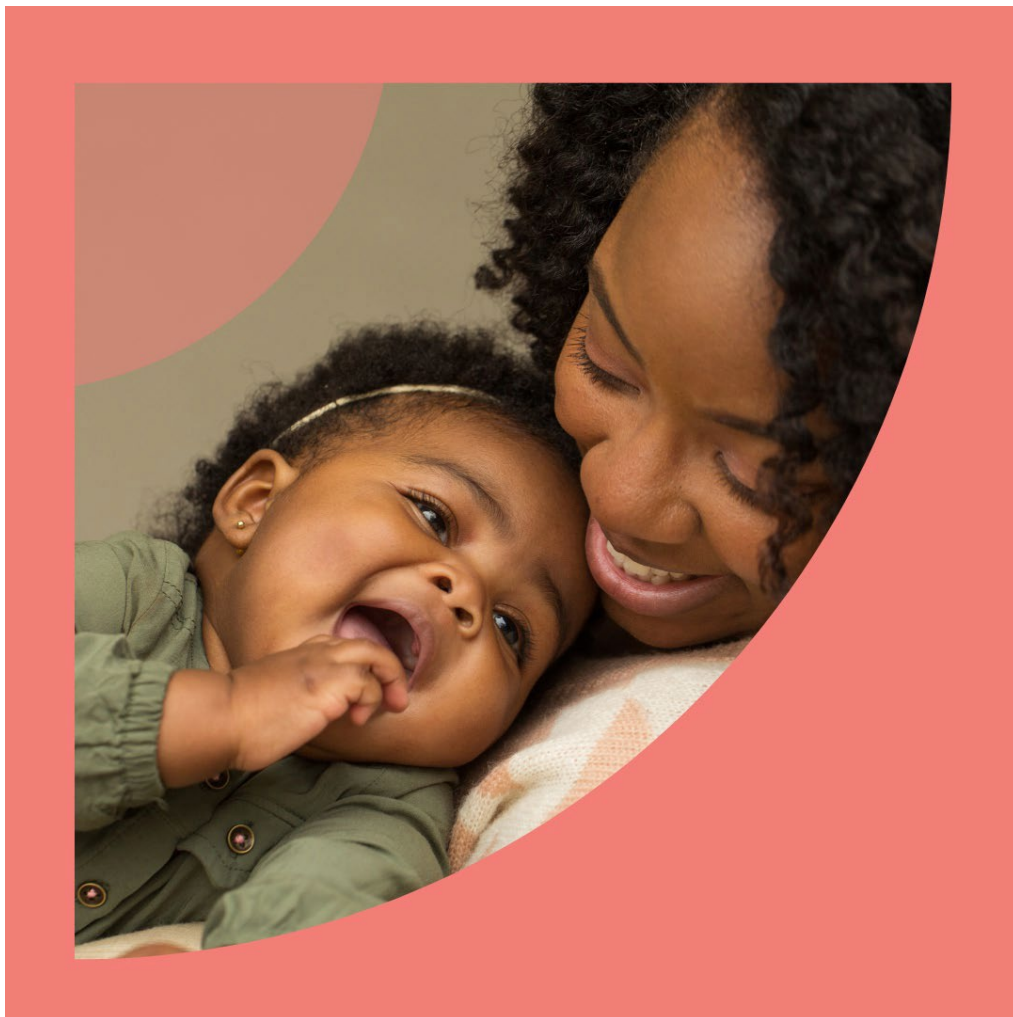
Managing the change agenda

The reach of our ambition, and the sheer number of strategic initiatives in our pipeline, suggest that we will be implementing change at Kindred long into the future. The accelerating pace of change in the world around us means that, in some cases, we will be called upon to embrace new ways of doing things rapidly and in quick succession. Continuous change will be a reality of our approach to operations in the years ahead. Still, the changes we make will be intentional and necessary. This strategic plan provides guidance and clarity to ensure Kindred remains adaptive and responsive while staying focused on our purpose and ambition.

Managing change is hard but not new. As our understanding of purpose has deepened and evolved over the past five years, we have also learned much about designing and implementing change to make it stick. In 2018, we explored and adopted aspects of John Kotter’s well-established change management framework (depicted below). It focused our efforts and built momentum for changes to programs, processes, and structures.



Since 2018, we have experienced that the environment in which we operate continues to shift with breathtaking speed and impact. We learned that connection is also critical to organizational change. We must support our people and community through the transition of letting go of the old and embracing the new that accompanies any change. In addition to sound change frameworks, we will rely heavily on our strong culture and people development to encourage curiosity and innovation. There is courage that comes from knowing we are not working alone but together. It will allow us to continue responding nimbly and thoughtfully to our environment while keeping us focused on our purpose.



Glossary of Terms

Purpose: Why we exist. The unifying principle that drives everything we do.

Ambition: A clear and compelling target for an organization to strive for over a very long period of time (say, ten years).

Strategic theme: The high-level approaches we will take to achieve our purpose and ambition. Consistent application of each approach will allow us to implement the strategic plan successfully.

Initiative: An endeavour undertaken within a clear timeframe to create a specific result.

Intended impact: A brief statement that identifies the beneficiaries of an organization's activities, the change the organization envisions, and the results they will hold themselves accountable to.

Critical conditions for connection: The key enablers for connection, as identified by Kindred. We believe disconnection that exists in any of the critical conditions will have a corresponding impact on the others, so we seek solutions that recognize the interplay between all three conditions.

Collaboration: working directly together in common enterprise toward a shared goal, with shared ownership for achieving a shared outcome.