



---

# STRATEGIC PLAN 2022 - 2025



## WHAT'S INSIDE

CEO'S MESSAGE

VISION AND MISSION

OUR VALUES

OUR GOALS

STRATEGIC PRIORITIES

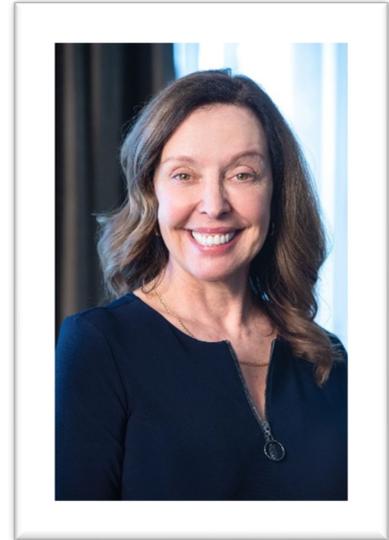
- PEOPLE
- CLINICAL
- BUSINESS

RISKS

2022-23 YEAR 1 PLAN

### A message from CEO, Danielle Pelletier

Five years ago, VIVA Therapeutic Services (formerly Autism Intervention Services (AIS)) was awarded the provincial contract to provide services to preschool children with a diagnosis of autism spectrum disorders and their families, offering services throughout the province of New-Brunswick in both official languages. Our main goals were to build regional resources, ensure equity in access for all New-Brunswickers and provide services in the two official languages. Our teams have worked diligently, offering training to build capacity, working with families to better understand their needs and values, and developing strong relationships with community partners.



We are extremely proud of the progress that we have made. At the same time, we recognize that our services need to adapt to meet the diverse needs of our clients.

Our new vision statement “Together, we help each child flourish” speaks to our desire to individualize our service delivery model, to work collaboratively with families, Early Learning and Childcare facilities, schools, and other service providers and to help each child become the best version of themselves. This can only be done by working closely with our families to better understand their priorities, needs, and wants.

The field of ABA has been criticized for being too rigid, prescriptive and for overusing artificial reinforcement. At VIVA, we are committed to offering a service that is meaningful to our clients and that results in outcomes that are socially significant. We strive to offer a service that is grounded in the values of quality, diversity, integrity, dignity, teamwork, and joy. We want to learn about each child and ensure that they are happy when working with our team. Teaching in a climate of JOY is a very high priority for us!

For us to achieve our vision, we identified the following three strategic priorities for the next three years:

**People:** Retention of qualified employees who are the right fit for the job

**Clinical:** Consistent, high quality service delivery in both official languages

**Business:** Stable and sustainable operational systems

We believe that these strategic priorities will allow our organization to continue to grow in the right direction; making us an employer of choice and ensuring high quality clinical and operational practices to meet the needs of the people that matter most: the children we serve, their families, and our employees.



## OUR VISION:

**Together, we help each child flourish**

## OUR MISSION:

**We aim to help each child excel in their lives, in their own ways.**





## OUR VALUES

Six carefully selected words that guide everything that we do, say, and celebrate. Through these values, we will achieve our mission and vision.

**Team work:** We are one team. We care about each other and support one another to reach our personal and professional goals.

**Integrity:** We do the right thing for the well-being of our clients and our employees...being honest, accountable, and showing up every day!

**Quality:** We seek open feedback, stay current with the research, and continuously strive to offer excellence in our programs.

**Dignity:** We respect individuality in all people and understand they have unique learning needs.

**Diversity:** We aim to learn more about each other, and to act with compassion and kindness.

**Joy:** We love what we do! We focus on solutions and celebrate learning.



## OUR GOALS

Our organizational goals are strategically set objectives outlining expected results and will help to guide our employees' efforts.

VIVA is committed to helping children with a diagnosis of autism spectrum disorders and their families improve their **quality of life** by teaching skills such as communication, cooperation, self-help, and more.

While our primary goal is to support and prepare our children for a successful transition to school, we provide children and families with the opportunity to learn **skills** that will last a **lifetime**.

We also aim to build a workforce focused on **superior service**.

Through our people, clinical practice, and effective business systems, we **collaborate** with stakeholders, such as Early Childhood Learning Centres, the Department of Early Childhood Education, Schools, and health care providers to help each child **flourish** every day.

In all our planning and day-to-day work, **supporting** our **employees** to provide quality services to our clients is always the priority.

# STRATEGIC PRIORITIES

PEOPLE	CLINICAL	BUSINESS
--------	----------	----------

Retention of qualified employees who are the right fit for the job.

Consistent, high quality service delivery in both official languages.

Stable and sustainable operational systems.

AN OPTIMAL EXPERIENCE	COLLABORATIVE SERVICE DELIVERY	STABLE FOUNDATION
-----------------------	--------------------------------	-------------------

*We are dedicated to...*  
creating an optimal work environment by understanding our human resource needs and our employees' experience to ensure we are set up for success.

*We are dedicated to...*  
ensuring our clients have a consistent and high-quality service experience. Using a collaborative approach, we will focus on developing and implementing best practice programs that meet families' needs throughout the province.

*We are dedicated to...*  
building a strong, stable, and sustainable organization. While financial sustainability is a key component, system integrity also includes good governance, privacy protection, modern technology, and sound planning and decision-making processes.

## MEASURES

VIVA recognizes the importance of tracking progress toward reaching strategic goals and objectives. Year one of our three-year strategic plan will focus on establishing baselines and setting targets for our strategic measures.



## PEOPLE

We will retain qualified people who are the right fit for the job.

### INITIATIVES

#### **Setting Expectations**

A system in place to ensure measurable competencies are attached to each job description.

*We believe* that to have the right people in the right job we need to have clear and well communicated expectations.

#### **Protecting our People**

A workplace where physical and mental health is promoted and protected.

*We believe* that optimal performance is achieved when all people have the tools, knowledge, and support to stay physically and mentally well at work.

#### **Investing in our People**

Effective systems in place to ensure employees' success in their current job and growth in their career.

*We believe* people need opportunities to grow and develop to maintain job satisfaction and overall work health. Identifying and providing growth and career development paths is essential in recruiting and retaining skilled people.

### MEASURES

#### **EMPLOYEE ENGAGEMENT**

Employee engagement is key to building success by encouraging collaboration and communication, improving productivity, building trust and relationships, retention, and talent acquisition. We conduct an extensive employee engagement survey every year.

2022 - Develop new survey and set target.

#### **RETENTION AND TURNOVER**

Retention rate is the percent of employees who stay with our organization over a specific period.

Turnover rate is the percent of employees who leave the organization over a specific period.

2022 - Set baseline and target.



## CLINICAL

We will provide consistent, high quality service delivery in both official languages.

### INITIATIVES

<b>Competency Development</b>	<b>Measurement and Clinical Dosage</b>	<b>Collaboration</b>
<p>Clear and consistent expectations and evaluation process for each skill domain.</p> <p><i>We believe</i> having clearly defined clinical competencies will allow for effective onboarding and training procedures, measurement of performance, and identification of goals. We believe this is the foundation that enables our people to be successful in their work.</p>	<p>Established and implemented treatment options (format and dosage).</p> <p><i>We believe</i> that clients and families have different needs. We believe our services should be individualized to support the family and help each child reach their full potential.</p>	<p>Established platforms and processes for internal and external connection and collaborative practices.</p> <p><i>We believe</i> that collaboration results in the best outcomes for our clients. Autism is very complex; we will work collaboratively with families, Early Learning and Childcare facilities, schools, and other services to help each child become the best version of themselves.</p>

### MEASURES

<b>CHILD LEARNING</b>	<b>PARENT SATISFACTION</b>
<p>Behavioural Health Index (BHI) is being tested as a baseline.</p> <p>The Comprehensive Assessment of Learning and Independence (CALI) is being tested.</p>	<p>Parent satisfaction provides social validity of our service.</p> <p>Measure to be developed.</p>



## BUSINESS

We will have stable and sustainable operational systems.

### INITIATIVES

#### **Policies and Procedures**

Policies and procedures are documented, up to date, accessible and supportive to our employees.

*We believe* having clear policies and procedures helps to manage legal risk and provides our employees with the knowledge they need to be successful in our organization - it informs the culture we are striving for.

#### **Technology**

Technology and software we use to support our operations is efficient and standardized across the organization.

*We believe*, and have heavily invested in, systems to support key process (HR, payroll, scheduling, clinical outcomes), security and privacy, and measurement functions of the organization.

#### **Branding and Marketing**

We are recognized as leaders in the field. We are current, collaborative, and receptive to changes in our field.

*We believe* in listening to the needs of the autism community and our employees; we will stay current with our service delivery model, research, and best-practice, plus, provide support to employees to obtain higher levels of education and training.

### MEASURES

#### **Annual plan aligned with contract outcomes and strategy**

Reflected in quarterly plans and reporting.  
Hours of service completed.  
PLP compliance.  
Completed CALI assessments.

#### **Recognized leader in the field of autism**

Nomination for recognition and awards for business excellence.

#### **Forecast and maintain a balanced budget**

Reflected in financial audits and quarterly analysis reports.

#### **Certified Professionals on Staff**

% S-LP - to be determined.  
% BCBA - to be determined.



## RISKS

To achieve its strategic goals, VIVA recognizes the importance of identifying and mitigating both operational and external risks.

### Operational risks

Failure of people or systems that may impact the organization's ability to fulfill its contractual obligations and provide quality service to families. Our strategic plan incorporates strategies that reduce the risk level to within its tolerance.

- Improving BI retention and reducing turnover
- Planning and sustaining changes
- Optimizing technology

### External risks

Societal trends, behaviours, and influences that could impact the organizational goals.

We use risk reduction strategies to mitigate:

- Ongoing changes in best practices for working with clients and families.
- Misalignment about service expectations
- Need for streamline process for clients who wish to receive services in Early Learning Centers.

### Our response to what we've learned!

For the past year, our company has embraced practices anchored in concepts of **dignity** and **joy**. We have consulted with individuals with autism to better understand their needs and wants and have received guidance and mentoring from renown and respected experts.

Our company also understands the need for greater flexibility in service delivery. We are currently piloting various initiatives:

- Collaborative Practice Tool to foster communication and understanding with community partners
- Caregiver training in a group setting
- Group services for clients
- Consultative SLP services

We listen to feedback from families and community partners, and continuously try to improve to meet their needs.



# 2022 – 2023: YEAR 1 PLAN

Year one of our 3-year strategy is all about setting ourselves up for success. We are committed to building on our current foundation to increase stability, clarity, and an optimal work environment for our teams and our clients to thrive. The following key initiatives in each Strategic Priority will be our focus:

PEOPLE	CLINICAL	BUSINESS
Understand the needs of our front-line employees and optimize their work experience.	Develop an onboarding program for BI's with measurable competencies for beginners, moderate and advanced skills.	Forecast and maintain a balanced budget to guide fiscal accountability for the organization.
Understand and fill the gaps of our employee health and safety program. Specifically, mitigating risks to driving and working alone.	Train employees on universal strategies to prevent and react to problem behaviors.	Standardize our policies and procedures development to ensure transparency and mitigate legal risk.
Establish baseline data and set targets for employee retention and turnover.	Train employees on how to teach essential skills in order for children to get ready to learn.	Optimize the use of our current technology including developing dashboards to track key performance metrics.
	Develop measures to track child learning in collaboration with EECD.	Rebrand to better align with current practice, our company values and desired culture.
	Establish SLP's as collaborative partners in service delivery.	



2022 – 2025

## Together, we help each child flourish

We value teamwork, quality, integrity, diversity, dignity and joy.

We aim to help each child excel in their own life, in their own way.

### PEOPLE

Retention of qualified employees who are the right fit for the job.

#### Initiatives

A system in place to ensure we have measurable competencies attached to each job description.

A workplace where physical and mental health is promoted and protected.

Effective systems in place to ensure employees' success in their current job and growth in their career.



#### Measures

Employee retention rate  
Employee turnover rate  
Employee engagement

### CLINICAL

Consistent, high quality service delivery in both official languages.

#### Initiatives

Clear and consistent expectations and evaluation process for each skill domain.

Established and implemented treatment options (format and dosage).

Established platforms and processes for internal and external connection and collaborative practices.



#### Measures

Parent satisfaction  
Child's learning rate

### BUSINESS

Stable and sustainable operational systems.

#### Initiatives

Policies and procedures are documented, up to date, accessible and supportive to our employees.

Technology and software we use to support our operations is efficient and standardized across the organization.

We are recognized as leaders in the field. We are current, collaborative and receptive to changes in our field.



#### Measures

Annual plan aligned with contract outcomes and strategy  
Balanced budget  
Recognized leader in field  
Certified professionals