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# **STRATEGIC PLAN**

## **2022 – 2023 review**

## **2023 – 2024 priorities**



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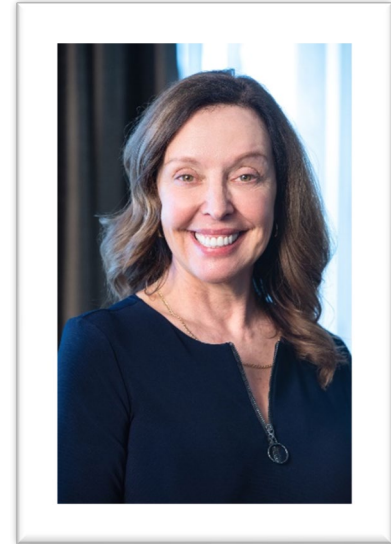
### 2023-24 STRATEGIC INITIATIVES

### OUR PROGRESS AND INITIATIVES - YEAR ONE

### 2023-2024 - YEAR TWO FOCUS

It is with excitement that we embark on Year 2 of our strategic plan, with a continued focus on three key priorities: retention of employees who are the right fit for the job, consistent high-quality services delivery in both official languages, and stable and sustainable operational systems.

I am so proud of all that we accomplished in the last year! Achieving our goals was no small task considering that we also experienced a 30% increase in referral rates. Our accomplishments reflect our organizational values and our commitment to offering quality services that meet the needs of our community. These accomplishments also speak to our value of teamwork. Let's highlight a few!



Last year, our company adopted a new name to better align with the evolution in the field of service delivery to individuals with autism. This was not only a name change, but it was also a change that resulted in the adoption of trauma assumed practices, where ensuring that learners are calm and ready to learn is the priority. This initiative involved rigorous training initiatives at every level of our organization. We are pleased with our progress and with the positive feedback we have received.

VIVA also underwent a corporate realignment to allow for better delivery on our outcomes and to bring the stability required for growth and diversification. This new corporate structure includes a shared service model for administration, training, human resources and specialized services. This new structure will allow us to be more effective in supporting all regions of the province, while respecting regional differences.

Finally, we have spent a lot of time and energy focusing on our valued employees. A few of our initiatives include: establishing our Health and Safety program, launching a Location of Service Safety Guide, implementing our employee engagement survey (with a 92% response rate!), establishing project teams to better understand effective onboarding, orientation and training, and we launched the Pelletier Trust Fund for Education and Development to support employees who wish to further their education in the field of autism!

Looking at the year ahead, we want to continue to invest in our employees. We recognize that it is not easy to overcome the current workforce shortage and that it is crucial to provide our employees with a meaningful work experience. At VIVA, we want to ensure that employees are supported to grow personally and professionally and pursue experiences that align with their personal interests and aptitudes.

In the coming year we will also be piloting new service delivery models which will offer more options to autistic individuals while allowing new opportunities for our employees. For us, it is extremely important to create a context where learners can learn and develop while supporting our employees.

We have exciting times ahead! Thank you to the large VIVA family, to our learners, families, and community partners for embracing our initiatives and contributing to our vision: "Together, we help each child flourish".





## 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 learners 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.



# STRATEGIC PRIORITIES

We have seven quarters remaining in our strategic planning 3-year cycle. We have taken the time to assess the right key areas of focus to continue advancement of our strategic priorities. We are committed to actioning and following through on the following strategic priorities and note that all contractual targets were met in year 1 beginning April 1, 2022.

PEOPLE	CLINICAL	BUSINESS
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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
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*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 learners have a consistent and high-quality service experience. Using a collaborative approach, we will focus on developing and implementing best practice programs that meet learners and 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.



## OUR PROGRESS AND INITIATIVES - YEAR ONE

Year one of our 3-year strategy was about building our foundation to increase role clarity and expectations, create standardized policies and procedures, and understand the optimal work environment for our teams and our learners to thrive. A few of our contributions are highlighted here:

Contributions to a positive work environment:

- Understanding the needs of our front-line employees is key to the organization's commitment to a positive employee experience. Our engagement survey data was used to develop actionable plans for addressing employee concerns and continuing to support them where needed. We have also defined calculations for retention and turnover metrics, and have quarterly and annual baseline data.
- Health and Safety initiatives included creating driving and working alone policies, development of a location of service safety guide, fire and medical emergency procedures as well as defining a more rigorous reporting structure for employees who are injured at work.
- The Pelletier Trust Fund for Education and Development was launched to support staff who wish to further their education in the field of autism and continue their career path with VIVA.

Contributions to high quality service:

- Continuing to be a leader in the field of autism is important to VIVA. We have invested in understanding new concepts for supporting our learners, and Universal Protocol and Essential Skills training was rolled out province wide. We have adopted practices that are current, evidence-based and aligned with the needs of the community.
- Having accurate and timely data collection methods is linked to delivery of high-quality services. We have developed a dashboard with key metrics to help guide attendance management for both learners and our staff, plus provide data on our fulfillment of hours.
- Measurement and tracking of learning continued to be a key priority for VIVA. Our BHI and pre/post CALI assessments ensure we are measuring learning gains for all learners.

Contributions to stable and sustainable systems:

There were external factors that impacted the organization financially that required business agility and redistribution of effort to respond:

- Beginning in fall 2022, we encountered a significant and unexpected increase in learner referrals. The average number of learners for 2021-2022 was 551, it increased to 635 in 2022-2023. The average monthly number of referrals went from 28 to 35. Despite this reality, our dedicated team was able to stay focused and move forward with our plan and commitments. We did not lose sight of our vision and the path to get us there.
- We were faced with a significant increase in the cost of our group benefits plan; we surveyed our staff and adjusted the plan to reduce the increase in premiums at the organizational level from over 26%, to approximately 14.5%. We are dedicated to supporting the health of our employees and families, while providing long term financial sustainability to the organization.
- Gas prices that increased at unprecedented levels triggered a differential increase in our rate/km paid to employees who are required to travel to serve our families.

In the tables below, we are pleased to provide a high-level overview of the progress and associated measurements for each key initiative in our focus areas:

PEOPLE	PROGRESS AND KEY INITIATIVES
<p>Understand the needs of our front-line employees and optimize their work experience.</p>	<p>Behaviour Interventionist Project including focus groups and surveys was completed. Outcome resulted in an employee experience framework that provided inputs to other decisions and improvements.</p> <div data-bbox="695 514 1333 856" data-label="Diagram"> <p>The diagram, titled 'EMPLOYEE EXPERIENCE', illustrates a process flow. It starts with a grey box 'Attract Me' on the left, followed by a blue box 'Get me started'. This leads to a central cycle of four orange circles: 'Support Me' at the top, 'Retain Me' in the center, 'Develop Me' on the right, and 'Involve Me' at the bottom. A grey box 'Wish Me Farewell' is on the right. A large yellow arrow at the bottom points right and is labeled 'Recognize Me'.</p> </div> <p>The employee engagement survey was administered in February 2023 - response rate of 92%; 83% reported feeling happy to come to work everyday.</p> <p>Employee engagement results were communicated, and action plans developed.</p>
<p>Understand and fill the gaps of our employee health and safety program. Specifically, mitigating risks to driving and working alone.</p>	<p>A Location of Service Safety Guide was developed and launched. VIVA’s Health and Safety Program was also developed to comply with the NB OHS Act. Driving and working alone policies are in place. Workplace injury/incident reporting process in place.</p> <p>A schedule was established for fire extinguisher certification.</p>
<p>Establish baseline data and set targets for employee retention and turnover.</p>	<p>Measures were developed and rates calculated for retention and turnover data for the organization and for Behaviour Interventionists in each quarter of year 1. Organizational retention stats indicate we lose upwards of 10% of staff each quarter, and our annual retention rate is 75.34%. For BI’s, the annual retention rate is 57.61%. Targets for next year will be to increase retention by 3%. Organizational turnover rate was 58.78%; Behaviour Interventionist turnover rate was 80.43%. Targets for year 2 will be to reduce turnover by 5%. Solving retention issues is complex and requires changes to aspects of the program that are beyond our control. It is important that employees have time to engage in meaningful activities where they feel supported and engaged with teamwork, that they have a manageable workload and are fairly compensated.</p>

<b>CLINICAL</b>	<b>PROGRESS AND KEY INITIATIVES</b>
<p>Develop a clinical onboarding program for employees with measurable competencies for beginners, moderate and advanced skills.</p>	<p>Launched the clinical onboarding project to standardize Behaviour Consultant onboarding.</p> <p>Modified and standardized the Behaviour Interventionist training to encompass current practices. Added in new section on Universal Protocols, setting boundaries, managing challenging behaviour and SBT (essential skills). Worked with EECD – ALP team to modify Level 1 training.</p>
<p>Train employees on universal strategies to prevent and react to problem behaviours.</p>	<p>Trained all employees on Universal Protocol and on the concept of setting boundaries.</p> <p>Trained supervisors on individualizing the Universal Protocol</p> <p>Developed and implemented a process map to guide staff on how to identify and respond to problem behaviours.</p>
<p>Trained supervisors on skill based treatment (SBT-expedited) in order for children to get ready to learn.</p>	<p>Offered training to Clinical supervisors and behaviour consultants on Essential Skills (SBT expedited) and on SBT for severe problem behaviour. This project is ongoing until all staff have been trained.</p>
<p>Develop measures to track child learning in collaboration with EECD.</p>	<p>Developed and presented progress tracking and measurement tool for both SBT/SBT expedited programs. The tool also offers graphing options for all types of programs.</p> <p>Per our contractual deliverable to measure learning gains of our learners we piloted BHI; presented on how to complete BHI, developed BHI appendix; developed and trained all supervisors on BHI data entry and analyses system and BHI policy.</p>
<p>Establish S-LP's as collaborative partners in service delivery.</p>	<p>S-LP role was defined within VIVA's service delivery model. This added value to our learners and families has become an integral part of our core offerings and is showing tremendous benefit.</p> <p>Started piloting a S-LP outcome measure (Focus 34).</p>



<b>BUSINESS</b>	<b>PROGRESS AND KEY INITIATIVES</b>
<p>Forecast and maintain a balanced budget to guide fiscal accountability for the organization.</p>	<p>In Q1 and Q2, the organization trended close to budget and was forecasting to be well within the service contract award. Next year's fiscal budget was submitted Nov 4, 2022.</p> <p>In fall of 2022, in Q3, and Q4, the organization operated overbudget in response to an impact to the service model agreement brought on by significant, unprecedented increase in caseloads.</p> <p>The organization took on an additional 120 learners beyond the scope of our service agreement. Our company has accepted to service this additional caseload without interruption, focusing on our values of quality and integrity.</p> <p>In Q3 and Q4, the Contractor facilitated a budget increase to recognize the exceptional increase in service needs that was beyond the anticipated scope of learners the budget was built on.</p> <p>Efforts to contain spending in all categories, except for intervention salaries, were undertaken.</p> <p>The VIVA team and EECD have met frequently to closely monitor this unprecedented learner referral rate and the associated cost. Current data demonstrates that the increase in caseload is permanent.</p>
<p>Standardize our policies and procedures development to ensure transparency and mitigate legal risk.</p>	<p>Established a standardized policy and procedure template and review process and reviewed and updated 40+ policies and procedures including a substantial overhaul of employee attendance management, requests for leave, vacation and personal leave.</p> <p>Developed a process to guide our strategic planning and identified three priorities: People, Clinical and Business.</p>
<p>Optimize the use of our current technology including developing dashboards to track key performance metrics.</p>	<p>Completed asset inventories, with projections for end of life and replacement cycles.</p> <p>MS One Drive now running on all computers and running reliability thus taking an important step towards stabilizing our systems. Expanded use of Teams for training, planning and organization of projects.</p> <p>Completed a Practice Perfect improvement project to understand barriers to accurate payroll and clinical documentation.</p> <p>Met all contractual targets in year 1 beginning April 1, 2022.</p>





	<p>Developed Power BI dashboards to measure employee and learner attendance patterns and service delivery for learners.</p>
<p>Rebrand to better align with current practice, our company values and desired culture. Be recognized leaders in the field!</p>	<p>Successfully rebranded to VIVA Therapeutic Services:</p> <ul style="list-style-type: none"> <li>- new name, logo and branding suite; new email and web address</li> <li>- all clinical and front-facing documents rebranded</li> <li>- new website and revision of content</li> </ul> <p>Invited presentation at an international conference on developmental disabilities in Utica, NY.</p> <p>Won two significant awards in the past fiscal year recognizing the quality of our program and leadership:</p> <ul style="list-style-type: none"> <li>- Fredericton Chamber of Commerce Large Business Award</li> <li>- Atlantic Business Magazine Top 50 CEO award (Danielle Pelletier)</li> </ul> <p>VIVA was profiled in l'Acadie Nouvelle.</p> <p>Produced a series of 15 videos to use for recruitment purposes. . These videos speak to the value of the organization, and of the incredible employees we have supporting families across the province. There is a selection of French and English representation, with subtitles available.</p>

# 2023 – 2024 - YEAR TWO FOCUS

Our strategic focus has not changed for Year 2 of this plan. We must continue to ensure we have stable and sustainable operational systems and qualified employees who are the right fit for their job so we can consistently deliver high quality service in both official languages. The table below provides high-level strategic initiatives (our focus) to guide us in the coming year.

PEOPLE	CLINICAL	BUSINESS
<p><b>Retention of qualified employees who are the right fit for the job.</b></p>	<p><b>Consistent, high quality service delivery in both official languages.</b></p>	<p><b>Stable and sustainable operational systems.</b></p>
<p>Ensure a positive, thorough, consistent introduction to VIVA.</p>	<p>Enhance clinical monitoring activities to ensure that all children are learning optimally.</p>	<p>Ensure access to information and communication channels are in place for all VIVA employees.</p>
<p>Ensure a current, standardized, consistent, and thorough training experience for employees that includes ongoing support and coaching.</p>	<p>Develop service delivery models that allow us to be fiscally responsible while meeting the needs of our learners, families, and the community.</p>	<p>Continued focus on thought leadership and establishing VIVA as a quality service provider evolving with the field of autism both through growth and diversification.</p>
<p>Identify opportunities for clinical teams to connect to foster internal and external collaboration and employee growth and development.</p>	<p>Seek feedback from and be responsive to our stakeholders to ensure optimal service delivery.</p>	<p>Safeguard and stabilize our business’ key technical functionality to ensure continued efficient operations.</p>