

# STRATEGIC PLAN

2023 – 2024 review  
2024 – 2025 priorities



Together, we help each child flourish  
Ensemble, nous aidons chaque enfant à s'épanouir

As an organization who provides a service to the citizens of the province of New Brunswick, VIVA Therapeutic Services acknowledges that it carries out its work on the traditional unceded territory of the Wolastoqiyik, Mi'kmaq and Peskotomuhkati peoples. This territory is covered by the "Treaties of Peace and Friendship" which these nations first signed with the British Crown in 1726. The treaties did not deal with the surrender of lands and resources, but in fact recognized Mi'kmaq and Wolastoqiyik title and established the rules for what was to be an ongoing relationship between nations.

We strive for respectful relationships with all the peoples of this province as we search for collective healing and true reconciliation with the Indigenous people of New Brunswick and hr this beautiful land together.

## CEO's Message



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ENTERPRISE RISKS

As I reflect on the challenges and achievements VIVA has faced in the past year, I can honestly say that we have strived to provide exceptional work and impactful services with compassion and care, despite facing financial challenges due to a surge in referral rates. This encapsulates our journey this past year! Adapting to a nearly 29% increase in referral rates, translating to 100 additional clients, necessitated innovative thinking and cohesive teamwork. I am pleased to report that notwithstanding these hurdles, VIVA has not only met all contractual obligations but has also delivered a service deeply valued by our client families. The employees at VIVA find fulfillment in their roles, feel they are contributing to work with meaningful impact, as evidenced by our recent commendable employee engagement scores.

Aligning with our three core strategic pillars, we have persistently focused on our personnel, clinical services, and operational functions. Various initiatives have been rolled out to invest in our staff, including supporting their educational pursuits in the field, introducing group RRSP benefits for some employment groups, and enhancing our employee onboarding program to provide a comprehensive introduction to VIVA from the outset. The primary challenge remains retaining our frontline staff, who often leave in pursuit of higher-paying opportunities.

On the clinical front, we have continued the implementation of trauma-informed practices across our organization, entailing training, mentorship, and revisions to policies and protocols. We take pride in observing our employees embody our values of joy and dignity in their daily endeavours, while prioritizing service quality. Trial projects such as group services, dyadic services, and online caregiver training have been instrumental in our learning process over the past year, inspiring us for the next phase of introducing effective and sustainable service delivery models.

Our business has now attained a more stable base, having achieved greater operational consistency. With an amplified presence on social media, we take pride in VIVA's recognized leadership standing in the industry. As we step into the final year of our strategic plan, our aspiration is to conclude ongoing projects in a comprehensive manner. My vision for VIVA includes expanding our service delivery models to ensure both effectiveness and financial viability with an unwavering focus on quality. Among our key projects for this year, we will be investing in technological solutions aimed at streamlining administrative tasks for clinicians, enabling them to dedicate more time to engaging with our learners.

In conclusion, I would like to extend my deepest gratitude to the families we serve, your trust and partnership mean the world to us. Your feedback, understanding, and support inspire us every day to enhance our services and strive for excellence.

Last but certainly not least, I want to express my heartfelt appreciation to our dedicated employees at VIVA. Your passion, hard work, and unwavering dedication are the driving force behind our success.



## 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.

**Teamwork:** 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.

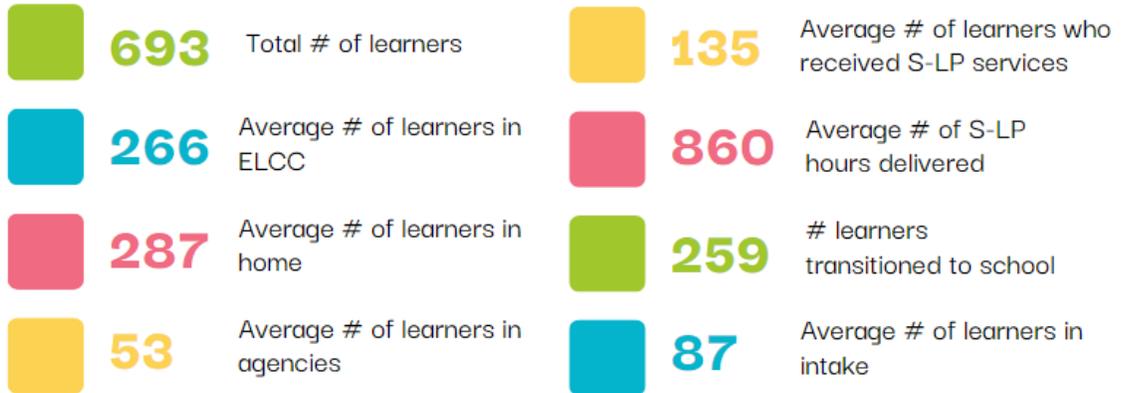
**Diversity:** We aim to learn more about each other, and to act with compassion and kindness.

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



# SERVICE DISTRIBUTION

## April 2023 to March 2024



# STRATEGIC PRIORITIES

We have four quarters remaining in our strategic planning 3-year cycle. We have taken the time to assess the key areas of focus to continue advancement of our strategic priorities. We are committed to actioning and following through on our strategic priorities and note that all provincial contractual targets have been met since 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 2

Year two of our 3-year strategy was about supporting employee learning and development, exploring alternative service delivery models that provide the right learning experience for our children, understanding the needs of our business to optimize our technology so our employees have efficient tools and processes to get the job done, and ensuring we are continuing to offer a work environment that promotes and protects physical and mental health. A few of our contributions from the 2023-24 fiscal period are highlighted here:

### Contributions to a positive work environment:

- Ensuring our clinical employees have the right level of support is key in reducing psychological stress and increasing confidence so our people can perform at their best. This year, we created clinical mentor positions in each region to ensure consistency in clinical understanding and application throughout the province. We created a Provincial Training Coordinator who is responsible for standardizing BI training and onboarding, including increased practical learning and strategic support post-training.
- Health and Safety initiatives included a review of our location of service safety guide to ensure employees are aware of any workplace hazards and that we have actions in place to reduce risk; analysis of our employee incidents, Mental Health First Aid Training for our senior leadership and Human Resource Team; provision of emergency car and first aid kits, and a trial of crisis intervention training.
- The Pelletier Trust Fund for Education and Development supported 14 of employees by investing a total of \$67,775 in their continuing education.

### Contributions to high quality service:

- Continuing to be a leader in the field of autism is important to VIVA. We presented at the Hope Restored Conference in Fredericton, NB in October 2023 and are continuing to seek out opportunities to present and share our work within and outside New Brunswick.
- Ensuring we have highly trained and skilled clinical supervisors is a high priority. We engaged with FTF Behavioral Consulting to train 3 VIVA employees to the highest competency level of “train the trainer”, Level 6. With this, we were also able to train 9 individuals to Level 4, and partnered with EECD and the Provincial Government of Prince Edward Island to train individuals from their organizations as well.
- Having clear competencies and expected skill levels for all our positions is and will continue to be a priority. In year two, we developed Behaviour Consultant (BC) competencies with a BC Passport to document and track growth and mastery of the requirements.

### 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:

- The significant and unexpected increase in learner referrals that began in 2022 continued. The average number of learners for 2023-2024 increased 29% with 100 additional learners.
- With nearly 400 employees, connection and access to information was shown to be important to our employees, yet did not meet their needs, particularly for our Behaviour Interventionists. We engaged with a third-party consultant to procure an electronic



communication platform that was named VIVA Connect by our employees. This created a secure document repository, learning management system, human resource management, and communication channel for all employees. The full launch of this platform will take place in August 2024.

- Having administrative support for the province ensures that we can implement quality assurance processes and consistent support to our operational teams. We hired a provincial administrative assistant who has been instrumental in leading improvements to our data collection tools, data analysis, group benefits management and reporting.

**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:**

<b>PEOPLE</b>	<b>KEY INITIATIVES</b>
<p><b>Ensuring a positive, thorough, consistent introduction to VIVA.</b></p>	<p>Standardization of employee orientation and of the Behaviour Interventionist hiring process to have a consistent and positive new employee experience.</p> <p>Development and implementation of our Health and Safety Program to ensure that employee mental and physical health is promoted and protected.</p>
<p><b>Ensuring a current, standardized, consistent, and thorough training experience for employees, including ongoing support and coaching.</b></p>	<p>Alignment among BI trainers, functioning cohesively under the leadership of the Provincial Training Coordinator to ensure standardized and consistent training practices throughout the province.</p> <p>Introduction of Clinical Mentors in each region to bolster support for supervisors in implementing provincial and regional initiatives.</p> <p>Establishment and refinement of Behavioral Consultant competencies to facilitate the entry and ongoing development of Behavioral Consultants, ensuring their proficiency in essential skills.</p> <p>Pursuit of Level 6 credentialing in the utilization of Practical Functional Assessment (PFA) and Skilled Based Training (SBT) process to enhance our ability to continually train supervisors to meet required competencies.</p>
<p><b>Identification of opportunities for clinical teams to connect to foster internal and external collaboration and employee growth and development.</b></p>	<p>Completion of four provincial Professional Development (PD) days, quarterly regional clinical team meetings, regional learning sessions by S-LPs. These activities aimed to enhance collaboration and clinical skill development.</p> <p>Engagement of employees from various regions and teams in collaborative efforts to enhance technology, health and safety, Behavioral Consultant (BC) onboarding, and BI training.</p> <p>Collection of feedback from employees on Speech-Language Pathology (S-LP) services, leading to enhancements in our referral process for S-LP services to ensure learners receive appropriate support promptly.</p> <p>Elicitation of feedback on BI training to contribute to the refinement and standardization of BI training programs.</p>



<b>CLINICAL</b>	<b>PROGRESS AND KEY INITIATIVES</b>
<p><b>Enhancement of clinical monitoring activities to ensure that all children are learning optimally.</b></p>	<p>Completion of training and audits on measurement and clinic notes. This served as a crucial input to our continuous training and support for our clinical teams.</p> <p>Creation of a guideline document on the utilization of Universal Protocol – general versus individual protocol. Expectations established that all learners should possess a Universal Protocol.</p> <p>Introduction of the Behavior Health Index (BHI) assessment to gather data on learner progress with Skills-Based Treatment (SBT) and expedited SBT, informing priorities for clinical support.</p>
<p><b>Development of service delivery models that allow fiscally responsibility while meeting the needs of our learners, families, and the community.</b></p>	<p>Implementation of a pilot Pre-school Life Skills (PSLS) program tailored to cater to the requirements of a specific group of learners transitioning to school.</p> <p>Evaluation and enhancement of the PSLS curriculum utilizing insights from the pilot phase to roll out in additional regions and guide other service models.</p> <p>Application of a consultative model in 35 ELCCs to address the needs of our learners. These experiences will enable data gathering to shape new service delivery models.</p> <p>Expansion of Caregiver training to our three largest regions and standardization of Caregiver Training to guarantee a uniform, high-quality orientation for VIVA caregivers.</p>
<p><b>Solicitation of feedback from stakeholders and responsiveness to ensure optimal service delivery.</b></p>	<p>Development and launch of a caregiver satisfaction survey to comprehend areas of strength and improvement, addressing caregiver needs and expectations.</p> <p>Regular standard practice of holding collaborative meetings with ELCC before therapy initiation for a child. This practice ensures alignment in working towards goals and establishes clear communication pathways.</p> <p>Inclusion of various community partners in FTF training, making our collaborative partners from EECD and PEI Department of Education eligible for credentialing at levels 5, 4, and 3 due to their participation in this training.</p>



<b>BUSINESS</b>	<b>PROGRESS AND KEY INITIATIVES</b>
<p><b>Establishment of access to information and communication channels for all VIVA employees.</b></p>	<p>Acquisition of an internal communications tool powered by iTacit. In Q4, employees were invited to participate in naming our new communications hub, and the chosen name, VIVA Connect, was announced for launch in 2024.</p> <p>VIVA Connect enables us to consolidate our policies and procedures into a single, easily accessible document repository; it also facilitates corporate and regional communications across the province via the Notice Board.</p> <p>Implementation training occurred in Spring of 2024, alongside configuration and development of initial content for the launch.</p>
<p><b>Continued focus on thought leadership and establishing VIVA as a quality service provider evolving with the field of autism both through growth and diversification.</b></p>	<p>Execution of a corporate realignment to address the growth of the organization, allowing for better delivery on our outcomes and to bring stability to our organization.</p> <p>Danielle Pelletier was recognized as one of Atlantic Business Magazine’s top 50 CEO’s for 2023.</p> <p>Conference speaker at Hope Restored: NB Trauma Conference</p> <p>Increase in social media presence to assist us in brand awareness, and sharing unique and interesting information about our services and our employees. Among the 3 social media outlets, VIVA has approximately 1500 followers. Why is this important? Awareness to the work that we do and the services that we offer serve many purposes... it helps us attract employees, for collaborative partnerships with, and allows us to share education and resource tips.</p> <p>CEO, Danielle Pelletier, attended an international recruitment event through Destination Canada in Paris and Morocco.</p>
<p><b>Safeguard and stabilize our business’ key technical functionality to ensure continued efficient operations.</b></p>	<p>Finances: The unprecedented referral rates and subsequent employee growth led to increased financial pressure, necessitating the postponement of certain initiatives. By year-end, we achieved a slightly positive income position, with 98% of the allocated budget utilized. Despite having to delay some activities, our budget remained stable.</p> <p>Data Management: We successfully archived nearly 1300GB of data and video, along with the implementation of data management strategies impacting our overall connectivity and speed.</p> <p>Practice Perfect Evaluation: A review of Practice Perfect was conducted, resulting in the incorporation of 6 out of 9 targeted improvements and enhancements to its functionality.</p>

# MOVING THE NEEDLE – METRICS

	Year 1	Year 2	Year 3 target
<b>PEOPLE - Retention of qualified employees who are the right fit for the job.</b>			
<b>Engagement survey</b>	92% response rate 82% happy to go to work 87% feel supervisor cares about them 76% opportunities to learn and grow 39% feel compensation benefits are fair	87% response rate 86% happy to go to work 94% feel supervisor cares about them 87% opportunities to learn and grow 45% feel compensation benefits are fair	Maintain metrics established in year 1 and year 2, with a minimum response rate of 85%
<b>Employee Retention</b>	All Employees: 75.34% BIs: 57.61%	All Employee: 69.01% BIs: 45.67%	Increase retention rates for all employees and BIs by 3%  Add a metric that shows how internal promotions impact retention rate.
<b>Employee Turnover</b>	All Employee: 58.78% BIs: 80.43%	All Employee: 58.48% BIs: 80.29%	Reduce turnover rates for all employees and BIs by 3%.
<b>CLINICAL - Consistent, high quality service delivery in both official languages.</b>			
<b>Caregiver satisfaction</b>	<b>EECD survey</b> 98% engagement in PLP 76% said positive impact 86% said collaborative practices  <b>VIVA Survey - NA</b>	<b>EECD survey</b> 99% engagement in PLP 75% said positive impact 82% said collaborative practices  <b>VIVA survey</b> 38% response rate 93% would recommend VIVA 89% satisfied with progress	Maintain the scores for collaborative practices, recommending VIVA, satisfaction with progress.  Increase response rate to 40%.
<b>Learner Progress</b>	BHI - baseline	BHI – 70%	75%

<b>BUSINESS - Stable and sustainable operational systems.</b>			
<b>Annual plan aligned with contract outcomes and strategy</b>	Published	Published	Published
<b>Recognized leader in the field of autism</b>	Social media – 900 followers Conference Presentations (1) Awards (1)	Social media – 1600 followers Conference Presentations (2) Awards (1)	Social media – 2000 followers Conference Presentations (3) Awards (1)
<b>Certified professionals</b>	BCBA – 64% of clinical team (16/25) S-LP - 7 SBT 2 x Level 6 1 x Level 5 2 x Level 4	BCBA – 52% of clinical team (14/27) S-LP - 7 SBT 3 x Level 6 6 x Level 5 1 x Level 4 3 x Level 3	BCBA – 70% of clinical team S-LP - 7 Have an internal SBT credentialing process 3 x Level 6 All supervisors at a Level 4 or 5



# 2024 – 2025 - YEAR 3 FOCUS

Our strategic focus has not changed for Year 3 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 to guide us in the coming year.

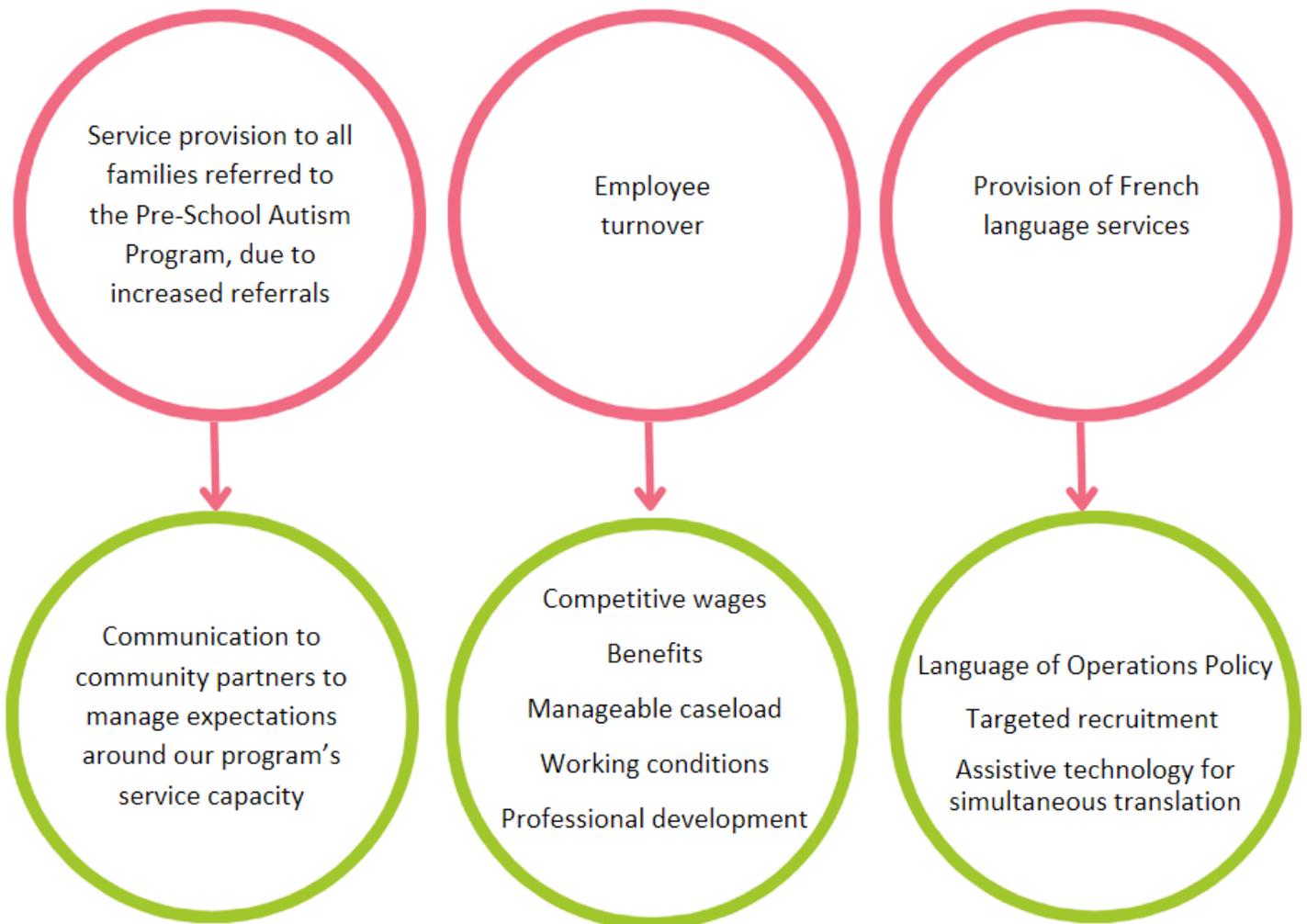


PEOPLE	CLINICAL	BUSINESS
<p><b>Retention of qualified employees who are the right fit for the job.</b></p>	<p><b>Consistent, high quality service delivery in both official languages.</b></p>	<p><b>Stable and sustainable operational systems.</b></p>
<p>Develop an innovative recruitment and retention strategy that elevates VIVA as an employer of choice.</p> <p>Seek out opportunities for employees to connect and learn together.</p>	<p>Enhance training and development to ensure that employees are set up for success, so all children are learning optimally.</p> <p>Explore different service delivery models that enable flexibility for employees and families.</p>	<p>Ensure our people have the tools and technology they need to efficiently support their administrative and clinical work.</p> <p>Ensure our people have easy access to information, learning, and communication channels.</p>

# ENTERPRISE RISKS

Integrated with strategic planning, VIVA annually assesses risks at all organizational levels. Many identified risks are managed at a project, regional, or team level. In 2023, VIVA continued to manage the following primary risks that could impede progress in achieving our vision, strategic measures, and contractual outcomes. VIVA closely monitors enterprise risks and put mitigation strategies in place.

## RISK AND MITIGATION STRATEGY





**VIVA**  
THERAPEUTIC  
SERVICES  
THÉRAPEUTIQUES

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