

STRATEGIC PLAN

2025 - 2028



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

Land Acknowledgement



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 share this beautiful land together.

CEO's Message



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I am excited to announce VIVA's new strategic plan, which will serve as our guiding framework for the next three years. When looking ahead, one key concept stands out to me: effectiveness. But what does effectiveness truly mean?

At VIVA, being effective means actively monitoring treatment outcomes and adjusting our services to meet the evolving needs of our learners. We aim to enhance our effectiveness by expanding service options. By diversifying our service delivery—offering both small and large group sessions, online training, and innovative consultative services—we strengthen our capacity to support preschool children in New Brunswick.

We are also dedicated to pursuing operational excellence. This commitment entails investing in digital platforms that optimize our clinical and administrative processes. We are eager to transition to a paperless environment where crucial data is readily accessible and can be swiftly analyzed to inform our decision-making.

VIVA has a strong reputation for investing in our people. We want our employees to feel confident that they possess the necessary skills for their roles and that they are trained in current, evidence-based practices. In addition to enhancing clinical skills, we are committed to prioritizing the well-being of our team. It is essential that we cultivate a workplace culture that emphasizes employee well-being, supports growth through open communication and competitiveness within the job market. We remain advocates for fair business practices to ensure we retain our valued staff.

Our vision statement, "Together, we help each child flourish," continues to guide our daily actions. In the coming three years, we will place a strong emphasis on togetherness by deepening our connections with the community. We strive to build robust, collaborative relationships with families, community organizations, and educational institutions to enhance the network of support and resources available for preschool autistic children and their families.

I would like to express my gratitude to the Department of Education and Early Childhood Development for entrusting VIVA with the responsibility of providing services for preschool autistic children in New Brunswick. I also extend my thanks to our community partners and families for supporting our initiatives. Finally, to our dedicated employees: your contributions are invaluable. Your work is not only important but impactful. Continue to bring joy and positivity to your roles, and thank you for embodying our values of teamwork, integrity, quality, dignity, diversity, and joy!

Let's embrace this new journey together and make a meaningful impact!



Danielle Pelletier,
President and CEO



2025 – 2028

Together, we help
each child flourish

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

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

PEOPLE DEVELOPMENT AND EMPOWERMENT

Foster a culture of continuous learning and professional growth by providing comprehensive **training, support, and opportunities** for career advancement, ensuring employees are **equipped** to deliver exceptional care and services.

Initiatives

Performance Management System

Prioritize the mental health and wellbeing of our employees with programs that reflect the work we do

VIVA SBT Certification Program



Measures

- Employee surveys
- Employee retention and turnover
- Completed performance reviews
- Employees promoted/specialized

DIVERSIFICATION OF SERVICE

Expand the range of **specialized programs** and services to meet the diverse and evolving needs of preschool autistic children, ensuring inclusive, individualized, and holistic care across different developmental and functional areas.

Initiatives

Enhance Consultative Services

Learning Together Groups –
Buddies, Friends, Crew

Caregiver education and training



Measures

- Caregiver surveys
- Employee surveys
- Mastered goals

OPERATIONAL EXCELLENCE

Achieve and maintain **operational efficiency** through the implementation of best practices, **current technologies**, and **streamlined processes** that ensure employees are set up to provide the highest quality of service delivery to the children and families we support.

Initiatives

Process improvement: key to meeting contractual outcomes

Technology solutions to support service delivery: new digital platform

Quality Assurance: A quality control framework for key processes and deliverables



Measures

- Service level agreement(SLA) fulfillment
- Personal learning plan (PLP) compliance
- Caregivers engaged in PLP development

COMMUNITY ENGAGEMENT

Build strong, collaborative **relationships** with families, community organizations, and educational institutions to **enhance the support network and resources** available for preschool autistic children and their caregivers.

Initiatives

Partnerships and with educational institutions, community organizations, and healthcare providers

Increase family engagement and create a peer network for support



Measures

- Participant surveys
- # Sessions offered
- # Participants

VISION, MISSION AND VALUES

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.

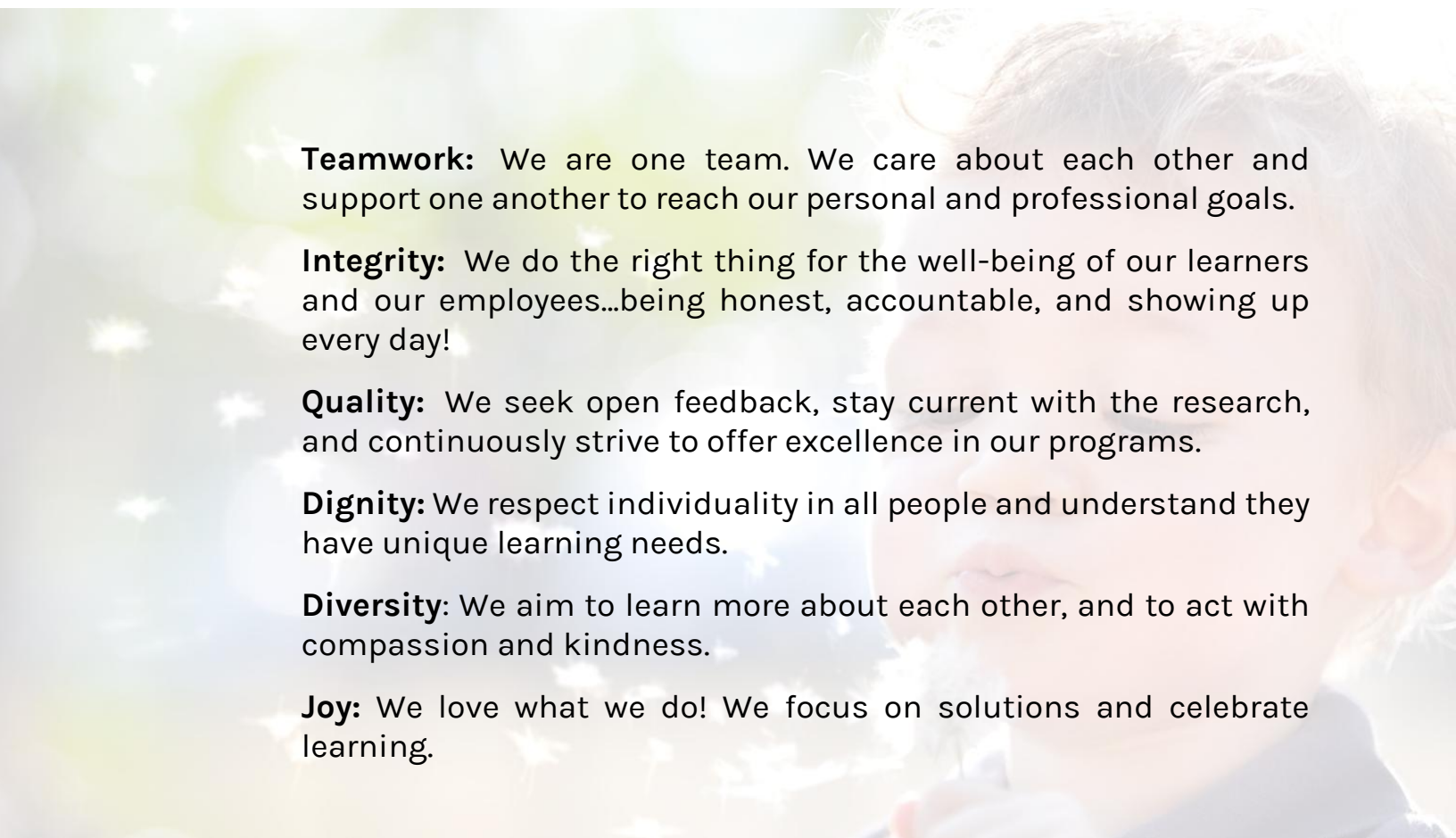
Integrity: We do the right thing for the well-being of our learners and our employees...being honest, accountable, and showing up every day!

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.



DIVERSITY, EQUITY AND INCLUSION

At VIVA, **Diversity** is not just a value—we see it as essential to building a strong, innovative, and compassionate organization. We want to **affirm our dedication** to fostering an inclusive, respectful, and equitable workplace for all.

We believe that **diverse perspectives strengthen our team** and lead to better outcomes for the children and families we serve. Our goal is to create an environment where every employee can **show up as themselves, feel valued, supported, and empowered to succeed**. DEI is not just a priority—it is a fundamental part of who we are and how we move forward together.

“ONE OF VIVA’S CORE VALUES IS DIVERSITY, AND THIS IS VERY APPARENT IN THEIR PRACTICES. LEARNING OPPORTUNITIES ARE PROVIDED TO STAFF TO INCREASE THEIR KNOWLEDGE. GREAT EFFORTS ARE ALSO MADE TO ADAPT PRACTICES TO RESPECT FAMILY VALUES. IN ADDITION, VIVA EMBRACES DIVERSITY IN THE WORKPLACE AND STRIVES TO CREATE AN INCLUSIVE SPACE FOR STAFF.”

—Brigitte Bouffard, M.Sc.(A), S-LP(C), BCBA Speech Language Pathologist/Orthophoniste

INTRODUCTION

Since becoming the provincial service provider for New Brunswick's Preschool Autism Program in 2017, VIVA has been committed to understanding the needs of both our employees and the families we serve. We have worked to create stability through standardized processes, comprehensive training, strategic planning, and a culture of continuous improvement.

As we embark on this new strategic planning cycle, we have prioritized key areas for improvement to ensure efficient service delivery, better workload management, and setting our employees up for success. We asked ourselves:

How can we reduce the time it takes for children to start therapy?

How can we ensure children are always learning and families have meaningful engagement opportunities?

And how can we optimize the effectiveness of our clinical and operational teams?

To address these challenges and drive meaningful change, this plan focuses on four strategic pillars:

People Development and Empowerment

Diversification of Service

Operational Excellence

Community Engagement

Within these pillars, we outline 11 key initiatives designed to elevate opportunities for preschoolers to learn, grow, and reach their full potential. This plan represents our continued commitment to providing high-quality, accessible, and impactful services—**ensuring a stronger future for children, families, and our dedicated teams.**



“IT’S VITAL FOR INTERVENTIONISTS TO HEAR HOW THEIR EFFORTS ARE TRANSFORMING THE LIVES OF FAMILIES AND MAKING A PROFOUND DIFFERENCE IN NEW BRUNSWICK.”

– Caregiver feedback survey 2024

STRATEGIC GOALS AND INITIATIVES

In this strategic planning cycle, our guideposts for decision making were our contract with the Department of Early Education and Child Development (EECD), feedback from families, and the needs of our learners. Recognizing that those on the front lines have a deep understanding of both the challenges and opportunities within our organization, we held face-to-face sessions in each of our four major regions. During these sessions, our Chief Executive Officer (CEO) presented each strategic pillar and goal, fostering open discussions and gathering valuable feedback.

The result is a focused and actionable plan that aligns our collective efforts toward enhancing service delivery, supporting our teams, and improving outcomes for the children and families we serve. The following section outlines our key goals and initiatives across the four strategic pillars.

Regional teams provided insight that was a critical input in the development of our strategic initiatives outlined below.



People Development and Empowerment

Foster a culture of continuous learning and professional growth by providing comprehensive training, support, and opportunities for career advancement, ensuring employees are equipped to deliver exceptional care and services.



Diversification of Service

Expand the range of specialized programs and services to meet the diverse and evolving needs of preschool autistic children, ensuring inclusive, individualized, and holistic care across different developmental and functional areas.



Operational Excellence

Achieve and maintain operational efficiency through the implementation of best practices, current technologies, and streamlined processes that ensure employees are set up to provide the highest quality of service delivery.



Community Engagement

Build strong, collaborative relationships with families, community organizations, and educational institutions to enhance the support network and resources available for preschool autistic children and their caregivers.



People Development and Empowerment

1. Establishment of a performance management system to provide clear expectations, support employee growth, enhance accountability, and ensure alignment with organizational goals.
2. Prioritization of the mental health and well-being of employees with programs that reflect the type of work we do and the need to support individuals in helping professions.
3. Establishment of an internal Skills Based Therapy (SBT) certification program to ensure consistent, high-quality therapy delivery, enhance employee expertise, provide clear development pathways, and strengthen our commitment to excellence in service for children and families.



Diversification of Service

4. Enhancement of consultative services that will equip community partners and families with the knowledge and tools to better support autistic children, foster collaboration across sectors, and expand the reach and impact of our expertise beyond direct therapy.
5. Expansion of therapy programs to include Learning Together opportunities so children can develop essential social, communication, and collaborative skills in a supportive, structured environment, better preparing them for successful engagement in both community and school settings.
6. Expansion of caregiver education and training that will empower families with the tools, knowledge, and strategies needed to support their child's progress, enhance consistency in therapeutic approaches, and foster a nurturing environment that promotes long-term learning and growth.



Operational Excellence

7. Establishment of a continuous process improvement framework to drive efficient service and delivery on outcomes, ensuring that all therapeutic interventions are consistently refined, data-driven, and aligned with best practices.
8. Implementation of technology solutions to streamline administrative tasks, enhance communication between teams and with families, and improve data collection and analysis, enabling more effective tracking of progress, faster decision-making, and a higher level of service delivery.

9. Implementation of a quality assurance framework for key processes and deliverables to establish clear performance standards, identify areas for improvement, and ensure consistent, high-quality outcomes across all services. This will help maintain accountability, enhance stakeholder trust, and drive continuous improvement in the way we meet the needs of children and their families.



Community Engagement

10. Establishment of strong partnerships with educational institutions, community organizations, and healthcare providers to create a seamless network of support for children and families, foster collaborative approaches to care, and ensure a holistic, coordinated pathway to success across therapy, education, and overall well-being.
11. Increased family engagement, connection, and peer support which aims to foster a strong sense of community, reduce isolation, and empower families with shared experiences and resources, ultimately enhancing the effectiveness of therapy and promoting long-term success for children in both home and social environments.

“OUR STRATEGIC FOCUS ON PROVIDING STABILITY ACROSS OUR PEOPLE, CLINICAL, AND BUSINESS FUNCTIONS HAS EMPOWERED OUR DEDICATED PRACTITIONERS AND ADMINISTRATORS TO MAKE MEANINGFUL CONTRIBUTIONS TO THE LIVES OF CHILDREN AND FAMILIES. TOGETHER, WE DELIVER HIGH-QUALITY SERVICES TO FAMILIES IN NEW BRUNSWICK, CONTINUOUSLY LISTENING AND LEARNING TO BETTER SUPPORT CHILDREN WITH AUTISM.”

– Beth Fairbairn, COO

MOVING THE NEEDLE – METRICS

To drive meaningful progress, we have placed a strong emphasis on improving our data collection processes, systems, and performance monitoring. Reliable data is essential for informed decision-making, ensuring accountability, and continuously enhancing our services. Over this strategic planning cycle, we are strengthening how we track key metrics, monitor service delivery, and manage operational efficiency.

By refining our measurement tools and setting clear targets, we can better assess our impact, identify areas for improvement, and adjust in real time. The following section outlines the key measures and targets that will guide our progress across all four strategic pillars, ensuring we remain focused on delivering high-quality, effective, and sustainable services.

People Development and Empowerment	
Measure	Target
Employee engagement survey	Min response rate of 85%; a min of 75% of respondents report rarely thinking about leaving VIVA; a min of 80% of respondents report that they are happy to go to work.
Employee retention	Annual All employee retention of 70% or higher and BI retention of 55% or higher
Employee turnover	Annual All employee turnover of 50% or less and BI turnover of 72% or less
Completed performance reviews	Minimum of 90% of Clinical Supervisors (CS) and Behaviour Consultants (BC) have an annual performance review
Employees promoted/specialized	Complete 2 SBT cohorts
Diversification of Service	
Measure	Target
Caregiver surveys	80% satisfaction
Employee surveys	80% satisfaction
# mastered goals	Year 1 – establish baseline
Operational Excellence	
Measure	Target
Service Level agreement (SLA) fulfillment	70% of files demonstrate 80% of hours delivered
Personalized Learning Plan (PLP) compliance	95% of files reviewed demonstrate compliance
Caregivers engaged in PLP development	95% of caregivers report engagement

Community Engagement	
<i>Measure</i>	<i>Target</i>
Participant Surveys	80% satisfaction
# sessions offered	Year 1 – establish baseline and framework
# participants	Year 1 – establish baseline

“VIVA THERAPEUTIC SERVICES DOESN’T JUST CHANGE LIVES – IT EQUIPS FAMILIES
WITH THE TOOLS THEY NEED TO FACE CHALLENGES AND THRIVE”

- Caregivers thank you note 2024

YEAR 1 - DESIRED OUTCOMES

As we embark on the first year of our new strategic plan, our focus is on achieving measurable progress across all four pillars: People Development and Empowerment, Diversification of Service, Operational Excellence, and Community Engagement. This year serves as a foundation for long-term success, growth, and advancement with early actions setting the stage for sustained impact.

Our priorities include:

- Building presence and trust in the community by strengthening relationships with families, partners, and stakeholders.
- Strengthening the support and development of our people to ensure they have the tools, training, and resources needed to succeed.
- Enhancing core processes and systems to improve operational efficiency, service delivery, and long-term sustainability.

The following section outlines the specific outcomes we aim to achieve in Year 1, ensuring that our initiatives translate into meaningful benefits for children, families, and our teams.

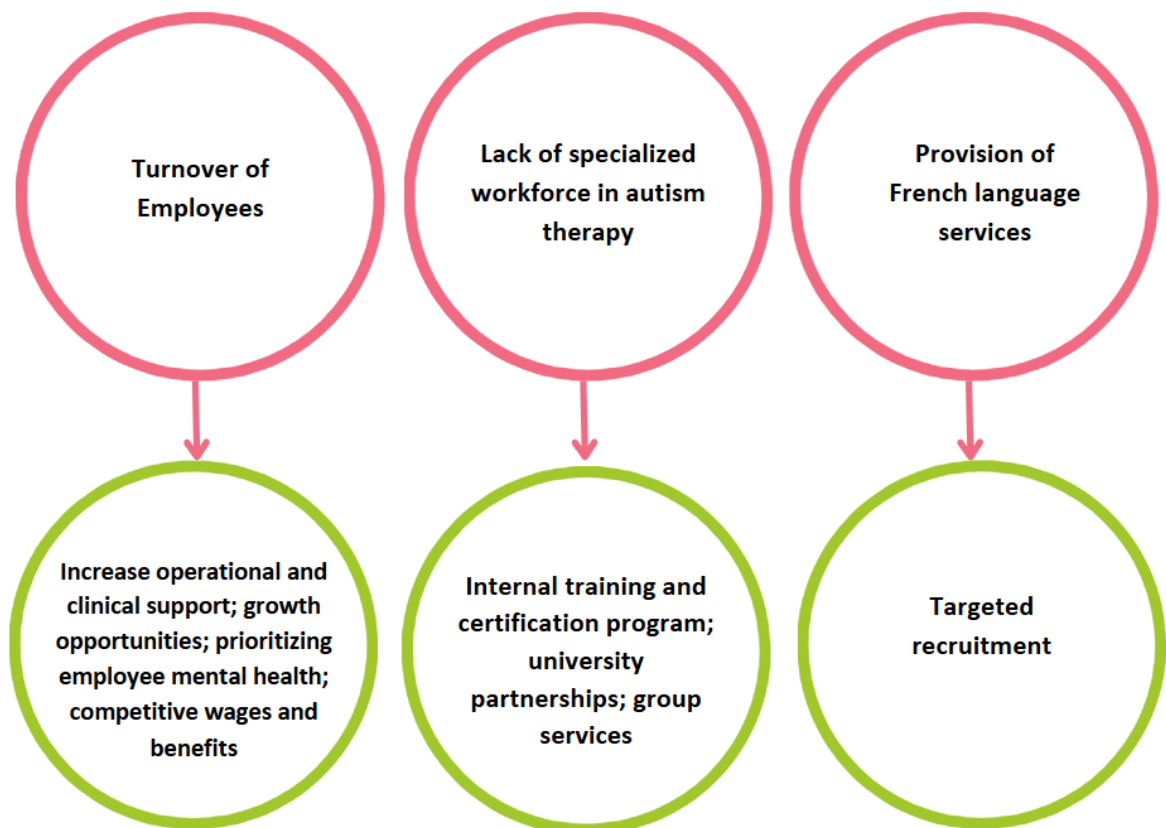
People Development and Empowerment
<p>Established Performance Management Framework</p> <p>Completed CS performance reviews</p> <p>Implemented Internal SBT certification</p> <p>Established provincial employee health and wellness advisory committee</p>
Diversification of Service
<p>Completion of Inclusion Support Worker (ISW) consultation pilot</p> <p>Buddies (dyads) and Crew (pre-school life skills) group learning in all regions</p> <p>Caregiver education sessions available in all regions and online</p>
Operational Excellence
<p>Process improvements for Service Level Agreements (SLAs) and Personalized Learning Plans (PLPs)</p> <p>Framework for a balanced caseload</p> <p>New data collection and practice management platform</p> <p>Quality assurance framework in place and applied to SLAs and PLPs</p> <p>A framework for regular data reporting to all employees</p>
Community Engagement
<p>Standardized content for in-person and online awareness sessions</p> <p>Meaningful connection opportunities for caregivers</p> <p>A framework for consultation with families</p> <p>A purposeful social media strategy</p> <p>A policy that supports community sponsorship</p>

ENTERPRISE RISKS

Enterprise risk management is a critical component of VIVA's commitment to delivering stable, high-quality services. Integrated with our strategic planning process, we annually assess risks at all organizational levels to ensure we proactively address potential challenges and capitalize on opportunities.

While many identified risks are effectively managed at the project, regional, or team level, this strategic planning cycle allowed us to take a broader view—examining risks that could impact our long-term success. Through this process, we identified key risks and opportunities that require ongoing monitoring, mitigation, and strategic action. The graphic below outlines these priority areas and our approach to managing them effectively.

RISK AND MITIGATION STRATEGY





Together, we help each child flourish.