VIVA STRATEGIC PLAN – ACCOUNTABILITY REPORT 2022-2025

VIVA Therapeutic Services

VIVA THERAPEUTIC SERVICES THÉRAPEUTIQUES

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

CEO MESSAGE

Dear VIVA Team, Families, Caregivers, and Community Partners,

As we share this Accountability Report for our 2022-2025 Strategic Plan, I want to express my sincere gratitude for the unwavering commitment each of you has demonstrated in service of VIVA's vision, *Together, we help each child flourish*. This report reflects both our successes and the challenges we faced in pursuit of that vision.

As you will see in the pages that follow, these past three years have been marked by significant achievements. We've strengthened our systems for employee support, as evidenced by the decrease in BI turnover, focused on process standardization across the province, and made key investments in employee growth and development, including launching the Pelletier Trust Fund. These efforts have not only strengthened our operations but have also contributed to the highest clinical monitoring results in three years and improved employee engagement scores year over year. This is a testament to the dedication of our team and the effectiveness of our initiatives.

However, the report also sheds light on a persistent challenge: maintaining staffing stability amid rising demand for our services. This issue has led to employee turnover, particularly within our supervisory staff. While we have made strides in recruitment and retention, we continue to see experienced supervisors move on to employment opportunities outside of VIVA.

This highlights a crucial need for strategic workforce planning within the early childhood and education sector, particularly considering the increasing competition for qualified professionals and growing demand for services. With over 36 behaviour consultants trained by VIVA moving to behavior intervention mentors' positions within the school system in the past three years, the cost of attrition to VIVA in resources to address through recruitment and training is significant. Finding solutions to keep professionals specializing in services for autistic children in the early childhood sector is something that requires collaborative solutions at both the preschool and school sectors. The cost of this turnover extends beyond recruitment expenses. Each departure disrupts continuity of care for the children and families we serve, requiring time and resources to onboard and train new staff.

As we move into our next strategic cycle, we will carry these lessons forward, prioritizing efficiency as a lever for stability, strengthening our strategic oversight, and staying grounded in realistic, capacity-conscious planning. These efforts all contribute to the unwavering commitment to deliver high-quality programs for children and families, while supporting a healthy, sustainable workforce.

Thank you for your continued dedication to VIVA's mission. Together, we can create a brighter future for autistic children in New Brunswick.

Danielle Pelletier
President and CEO

> ***"At VIVA, we believe that every child's unique self is valuable. We meet them where they are, and help them shine."***
> ***— Danielle Pelletier, Founder"***

WHAT'S INSIDE

STRATEGIC PLANNING PROCESS

In response to a period of **rapid organizational growth**, VIVA recognized the urgent need for a clear strategic direction to ensure stability and position us for consistent delivery on our contractual outcomes, for a sustainable future. The pace of change highlighted the importance of developing a unified vision and structured roadmap to guide decision-making and operational priorities.

To support this effort, VIVA hired an individual to lead us through the strategic planning process and hold responsibility for our plan. In May 2022, our executive team participated in a two-day intensive planning retreat. During this time, we reflected on our mission, assessed our current challenges and opportunities, and collaboratively defined a clear and inspiring vision:

Together, we help each child flourish.

Building on this vision and using input from our employees, we **identified key organizational goals and initiatives** focused on achieving greater stability and standardization across our operations. This strategic foundation served not only to align our leadership team but also to align the work being done across regions and teams.

VIVA published our first three-year Strategic Plan in July 2022; we developed actionable **initiatives** and **metrics** tied to each strategic priority and established a monthly review cycle to track our progress. These regular check-ins allowed us to adjust as needed and ensure accountability at all levels of the organization. At the end of each year, we reported on our progress and adjusted based on our progress and the challenges and opportunities we faced.

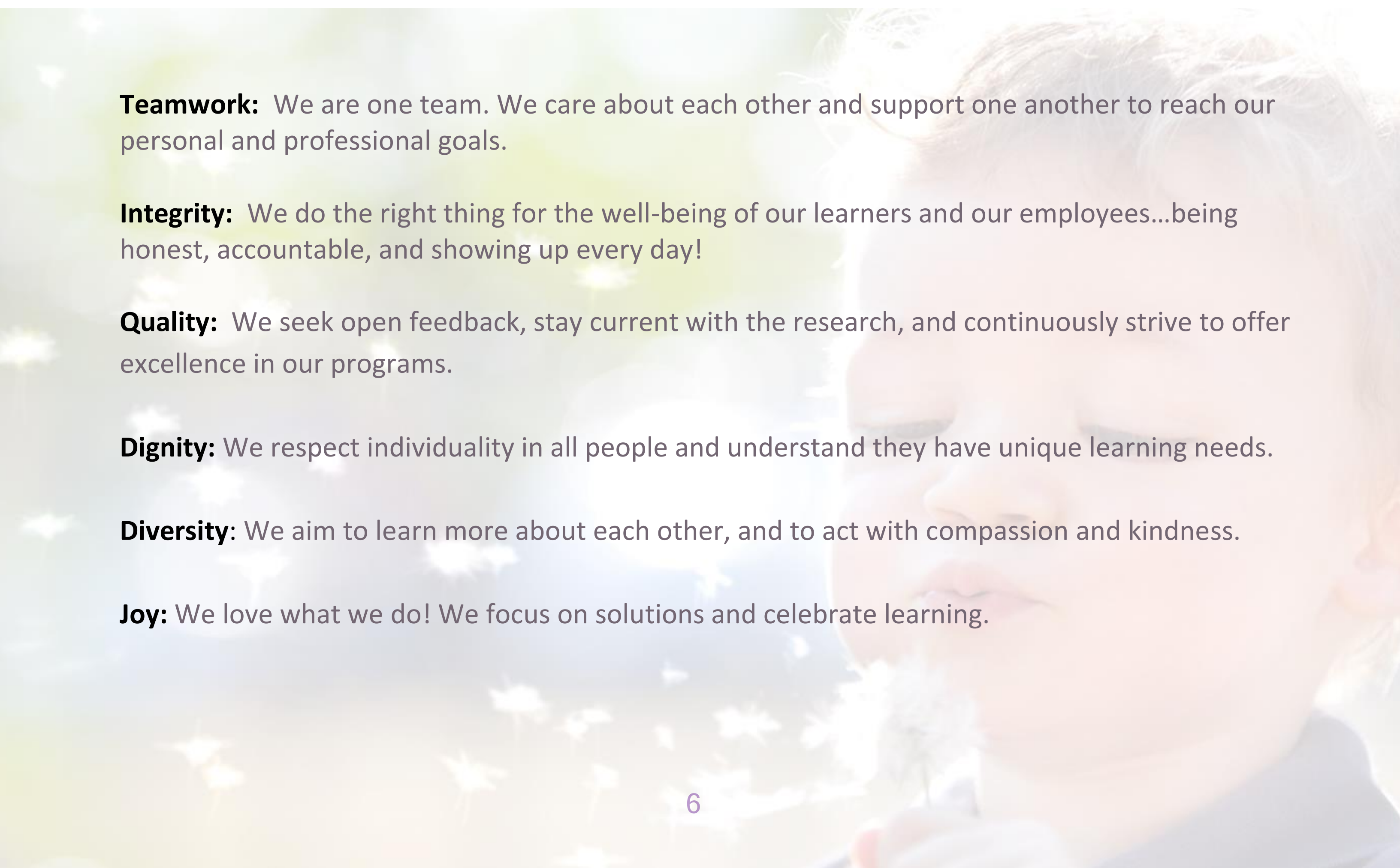
VISION AND VALUES

Our Vision

The vision ***"Together, we help each child flourish"*** reflects our deep commitment to **collaboration** and **inclusion**. The word ***"together"*** is intentional and central—it underscores the belief that helping children thrive is not the work of one individual or organization alone, but a shared responsibility among caregivers, healthcare providers, educators, early learning professionals, and the broader community. We know that when these groups work in partnership, outcomes for children improve. Equally important is our focus on ***"every child".*** We are driven by the belief that all children, regardless of the challenges they may face, have the potential to **learn, grow, and succeed**. Our vision is both a call to action and a promise: to create environments where every child is supported, valued, and given the opportunity to **flourish**.

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.

“THEY ARE VERY PATIENT AND KIND WITH MY CHILD. AND THEY NEVER PUSH HIM TOO HARD. THEY MAKE HIM FEEL COMFORTABLE WHICH, IN TURN, MAKES ME FEEL COMFORTABLE.”

2025 Caregiver Feedback Survey

OUR GOALS AND INITIATIVES

PEOPLE

Our employees are the foundation of our ability to deliver high-quality, compassionate service—without their dedication, expertise, and daily commitment, achieving our vision and goals would not be possible.

A key strategic focus for us was on our people. Our goal was the retention of qualified employees who are the right fit for the job.

CLINICAL

Delivering high-quality clinical service is at the core of achieving our vision, ensuring that every child receives effective, evidence-based care that supports their growth, development, and long-term well-being.

The decision making that guided this goal was that we offer consistent, high quality service delivery in both official languages.

BUSINESS

Stable and sustainable operational systems was our third strategic goal. These are essential to supporting our growth, maintaining consistent service delivery, and ensuring we can continue to meet the needs of children and families over the long term.

INITIATIVES (PEOPLE)

Employee orientation - a positive, thorough introduction to VIVA

BI training - standardization

Opportunities for clinical teams to connect to foster collaboration and growth and development

Recruitment and retention

INITIATIVES (CLINICAL)

Enhancement of clinical monitoring

Expansion of service delivery models

Feedback from stakeholders

Enhanced training and development

INITIATIVES (BUSINESS)

Access to information and communication channels

Establishing VIVA as a leader in the field of ABA and pre-school autism

Safeguarding our business' key technical functionality

Ensuring tools and technology for employees to be efficient in their work

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"I BELIEVE THAT THE PEOPLE AT VIVA GENUINELY CARE ABOUT THE CHILDREN THEY WORK WITH, I WOULD RECOMMEND THEM TO ANY PARENT OF CHILDREN ON THE SPECTRUM."

2025 Caregiver Feedback Survey

OUR GOALS AND INITIATIVES

Year 1	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.
Year 2	Was about supporting employee learning and development. We explored: 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 ensured we are continuing to offer a work environment that promotes and protects physical and mental health.
Year 3	Was about continuing 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.

"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

VIVA THERAPEUTIC SERVICES THÉRAPEUTIQUES

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

CHALLENGES WE FACED

While significant progress was made toward achieving our strategic goals, we also faced challenges that impacted our ability to fully deliver some of our planned outcomes. Over the past three years, our organization has faced a significant business challenge in meeting the **increased referral rate** to our program while ensuring our employees receive the training and onboarding necessary for long-term success and sustainability. The **growing demand**—requiring us to accommodate up to 90 new learners annually—outpaced our capacity due to **persistent turnover** in our supervisory staff. As a result, our program has struggled to meet intake goals while also maintaining the quality and consistency of learner support that is central to our achieving our vision.

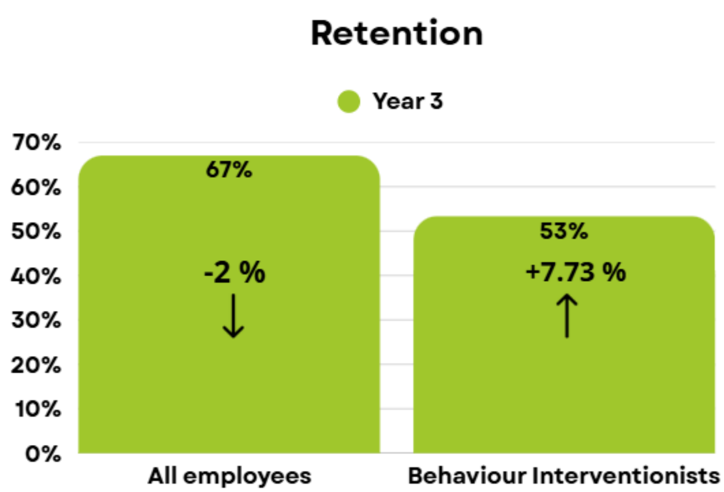
The introduction of behavior intervention mentor positions within the school system created attractive alternatives for experienced supervisors, resulting in turnover that required **time and resources** to address through recruitment and training. Over the past three years, over 36 behavior consultants trained by VIVA moved to the school system. Simultaneously, new ABA service providers entered the field in New Brunswick, which offered different employment opportunities and **competition** for qualified staff. In total, 60 behaviour consultants and clinical supervisors departed the company between June 2022 and March 2025.

Employee Retention and Turnover

When calculating employee retention and turnover, our reporting systems did not have the ability to separate employees who left the organization from those who moved into a new role through internal promotion. As a result, some employees who advanced within the company were counted as departures. This may slightly overstate our turnover rate and understate our retention rate.

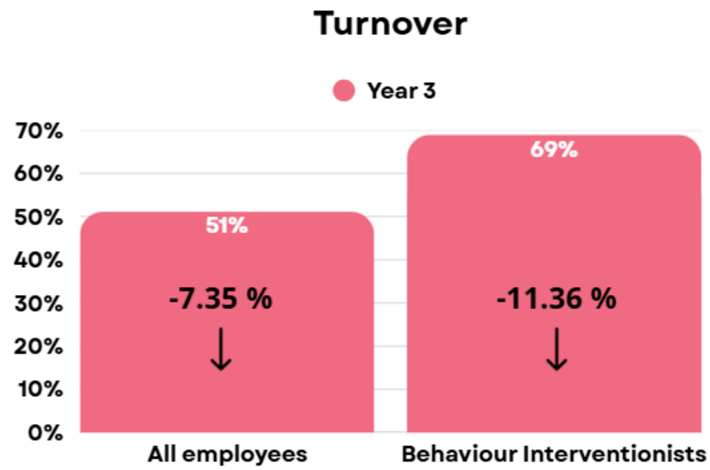
Retention

We note our retention for ALL Employees decreased by 2%. We attribute this decrease to the significant number of supervisors (BC and CS) who departed the organization in 2024-25. We are pleased to report that our BI retention increased by 7.73%. We attribute this increase in retention largely to the impact of the wage parity and schema for increases we rolled out in June 2024. That combined with more stringent focus on “getting the right fit” have combined to increase our retention for BI’s.



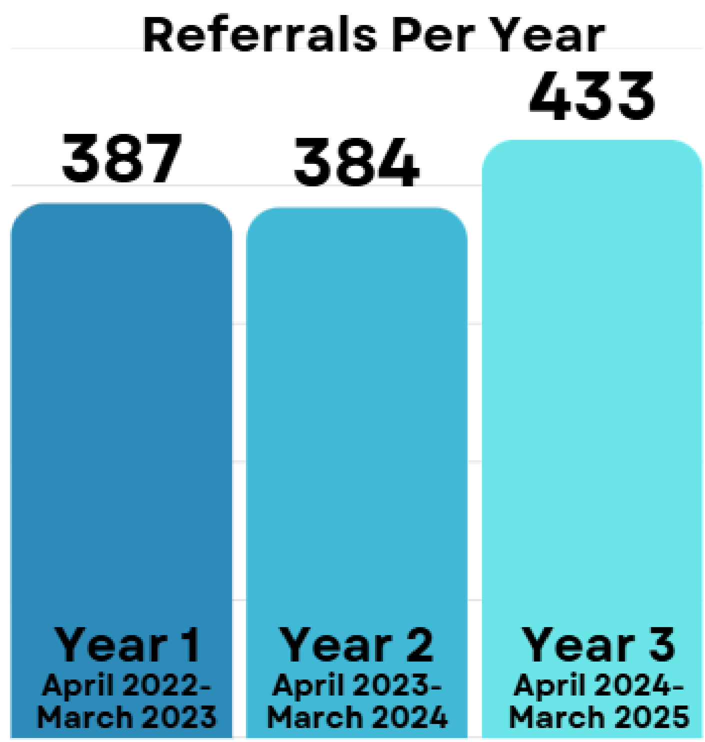
Turnover

We note our turnover for ALL Employees decreased by 7.35%. We attribute this decrease to our focus on more sustainable working conditions/workload for our employees and the wage parity we have tried to offer. We are also pleased to report that our BI turnover rate decreased by 11.36%. We attribute this decrease again to the efforts to provide pay scales that are aligned with other positions in the province that require the same level of education, training and experience. Turnover rates for the organization and BI's exceeded our goal for 2024-25.



Referral rates

The continued rise in referral rates, heightened demand for services and required careful balancing of staffing needs with budget constraints. Filling positions in rural and remote areas of the province proved especially difficult, where limited local talent pools and geographic barriers created persistent staffing gaps. Additionally, we experienced a growing need for bilingual employees to meet the diverse linguistic needs of our families and team members. Access to employees fluent in multiple languages was limited, posing challenges to both effective communication and culturally responsive service delivery. These realities underscored the importance of strategic workforce planning, investment in employee growth and development, and creative recruitment efforts to ensure consistent, high-quality care across all regions.



OPPORTUNITIES LEVERAGED

Throughout this planning cycle, we were fortunate to benefit from several key opportunities that strengthened our capacity and advanced our strategic goals. **New partnerships** within the Department of Early Childhood Development played a vital role in fostering **stronger relationships** with early learning centers, ultimately **enhancing support** for children in their early years. Our continued **collaboration** with FTF Behavioral Consulting provided valuable opportunities to deepen our expertise in Skills-Based Treatment (SBT), including certification and ongoing professional development, further enhancing the quality of our clinical services. Internally, we were energized by our employees' continued commitment and **enthusiasm for learning** and growth, which supported a culture of professional development across the organization. We also welcomed new team members with specialized knowledge in operations management and process design, bringing valuable insights and skills that contributed to improved efficiency, standardization, and organizational effectiveness. These opportunities have helped lay the groundwork for **continued progress and innovation in the years ahead.**

The expected benefit of leveraging these opportunities was realized in the final year of our strategic plan. This was evidenced by our 2025 clinical monitoring results where we had the **highest rate of compliance** in 3 years; an increase in our 2025 employee engagement scores in the areas of learning and development, supervisor relations, and communication; and the capacity to service an average of 543 children each of the 3 years of our plan, despite our staffing challenges.

BENEFITS REALIZED

VIVA's first three-year strategic plan prioritized stability, focusing on employee experience, operational consistency, and clinical quality. While we did not fully achieve stability in staffing—falling short of some of our turnover and retention goals—we made significant progress in **strengthening** the systems that support our people. Through improved **standardization** and **consistency** across the province, we created clearer processes for recruitment, onboarding, training, and communication. We invested employee growth and development through mentorship roles, training and development, and a trust fund for furthering education.

At VIVA Therapeutic Services, **prioritizing** employee health and safety is not only a matter of ethical and legal responsibility—it is a key strategy for fostering long-term employee retention. In a field as emotionally demanding as therapy for preschool-aged autistic children, **supporting** our teams' well-being is essential to sustaining a committed, engaged workforce. Over the past three years, we invested in our people through **focused** health and safety initiatives, activities, and employee-first decision-making.

These efforts have established a **stronger foundation** for long-term stability, ensuring that as we continue to focus on employee retention, our teams are supported by **reliable structures** and **consistent practices** no matter where they work within VIVA.

Key actions and benefits included:

- Standardizing recruiting, hiring, orientation, and onboarding, supported by a province-wide BI training program.
- Creating new roles for recruitment, training, and a provincial administrative assistant to ensure reliable **coordination and support.**
- **Centralizing communication** and access to resources through VIVA Connect, improving frontline employees' access to tools and information.
- **Strengthening** clinical support by introducing the Clinical Mentor role and providing foundational SBT training to all supervisors.
- Reviewing wages for parity and implementing a structured wage system that considers education, tenure, and language capability.
- Implementing stronger data collection, management, and monitoring systems.
- Trained all Joint Health and Safety Committee (JHSC) members and provided Mental Health First Aid certification to key employee groups.
- Launched a comprehensive Health and Safety Program, including a crisis intervention process to support staff exposed to potentially traumatic events.
- Strengthened **partnerships** with Early Learning and Childcare Centres (ELCCs) to foster collaborative, respectful work environments. Clearly communicated violence and harassment policies set boundaries that help staff feel safe and respected.

Results:

- 11%+ **decrease** in BI turnover.
- **Highest** clinical monitoring results in three years.
- Improved employee engagement scores year over year.
- Fredericton Chamber of Commerce **Large Business Award**
- Atlantic Business Magazine **Top 50 CEO award**

Through these efforts, VIVA has built a more stable and supportive environment for employees, while ensuring consistent, high-quality services for the families we serve.

STATUS OF GOALS AND INITIATIVES – YEAR 1

Legend

Completed: initiative fully complete	In Progress: initiative started and in progress	NEW — New: initiative not in original Strategic Plan
Completed: initiative fully complete and continues operationally	Stopped: initiative stopped	Paused: initiative paused due to unforeseen circumstances

PEOPLE

ACTIVITY

- *Developed Retention and Turnover metrics*
- *Implemented a Location of Service Safety Guide*
- *Created the Pelletier Trust Fund*
- *Focus groups with Behaviour Interventionists*
- *Hazard Reporting procedure*
- *Incident Reporting procedure*
- *Violence and Harassment policy*
- *Medical Emergency Response procedures*

CLINICAL

ACTIVITY

- *Implementation of Universal Protocol and Skills Based Training*
- *Implementation of the Behaviour Health Index (BHI)*
- *Process map to identify and respond to problem behaviours*
- *Defined the S-LP role within the service delivery model*

BUSINESS

ACTIVITY

- *New role - Strategic Development*
- *Developed a key metrics dashboard*
- *Established a company Vision*
- *Established a Strategic Planning process*
- *Group Benefits plan adjusted to manage premium increases*
- NEW *Responded to an unprecedent referrals of additional learners*
- *Standardized process for policy and procedure review*
- *Completed an asset inventory*

- *Hold and Secure and Lock Down procedures*
- *Driving and working alone procedures*
- *Implementation of MS One Drive and expanded use of TEAMS*
- *Completed Practice Perfect Improvements*
- *Rebranded the company to be more aligned with the autistic community*
- *Presented at international conference on developmental disabilities in Utica, NY.*
- *Produced a series of 15 videos to use for recruitment*
- *Budget – operating with fiscal responsibility*

"WHAT I LOVE MOST ABOUT VIVA IS THAT HE LOVES TO GO THERE. WHEN I DRIVE TO YOUR CENTRE AND I PURPOSELY GO BY YOUR STOP, HE IS VERY AWARE AND UPSET. THE KINDNESS AND STEADFASTNESS OF TEACHING AN AUTISTIC CHILD LIKE OURS IS A VERY CHALLENGING PROCESS AND WE TOTALLY RESPECT YOUR CENTRE FOR EVERYTHING YOU ARE DOING TO ENCOURAGE HIM."

2025 Caregiver Feedback Survey

STATUS OF GOALS AND INITIATIVES – YEAR 2

Legend

Completed	initiative fully complete
Completed	initiative fully complete and continues operationally
In Progress	initiative started and in progress
Stopped	initiative stopped
New	initiative not in original Strategic Plan
Paused	initiative paused due to unforeseen circumstances

PEOPLE

ACTIVITY	Status
New role – Clinical Mentor	Completed and continues operationally
New role – Provincial Training Coordinator	Completed and continues operationally
Employee Orientation - standardization	Completed and continues operationally
Practice Perfect Improvements	Completed and continues operationally
Implemented a Health and Safety Program	Completed and continues operationally
Emergency car kits	Completed and continues operationally
Personal first aid kits	Completed and continues operationally
Standardized the BI hiring process	Completed and continues operationally

CLINICAL

ACTIVITY	Status
New role – Communication Health Assistant	Completed and continues operationally
Developed and implemented Pre-School Life Skills Program	Completed
Standardized BI Training	Completed
Offered SBT training by Dr Greg Hanley	Completed
BC competency standards development	Completed and continues operationally
Development of an S-LP outcome measure	In Progress
Completed FTF Training and SBT certification	Completed
Enhanced clinical monitoring	Completed

BUSINESS

ACTIVITY	Status
Functional alignment for Human Resources and Training Team	Completed and continues operationally
Expansion of Charlotte County Office	Completed
Attended Destination Canada for recruitment	Completed
Launched a Caregiver Satisfaction Survey	Completed
Presented at the Hope Restored Conference	Completed
Implemented a new internal communication platform	Completed and continues operationally
New role – Corporate Administrator	Completed and continues operationally
Implemented a collaborative practice document and process with Early Learning and Childcare Centres	Completed and continues operationally

- [x] *Completed data archiving*

Dr. Greg Hanley presenting at the VIVA Hanley training in April 2024

Over 100 of our VIVA team received professional development - A Comprehensive and Compassionate Approach for Addressing Problem Behavior. A 2-Day Workshop with internationally renowned expert, Dr. Greg Hanley - in April 2024

STATUS OF GOALS AND INITIATIVES – YEAR 3

Legend

Completed: initiative fully complete

Completed: initiative fully complete and continues operationally

In Progress: initiative started and in progress

Stopped: initiative stopped

NEW — New: initiative not in original Strategic Plan

Paused: initiative paused due to unforeseen circumstances

PEOPLE

ACTIVITY

- *New role – Recruitment Coordinator*
- *Mental Health First Aid training for HR, Supervisors*
- *Safe Management Training for all clinical employees*
- *Implemented CEO Connect meetings*

CLINICAL

ACTIVITY

- *Developed SBT – internal certification*
- *CS competency standards development*
- *BI competency standards development*
- *Developed ASD education modules*
- *Developed Caregiver Training program*
- *Consultation service with Inclusion Support Workers*
- *Standardization of BC onboarding*
- *Standardization of CS onboarding*

BUSINESS

ACTIVITY

- *Attendance and Recruitment objectives at ONTABA*
- *New Role – Provincial Director of Operations*
- *Implementation of Business Continuity and Crisis Response Plan*
- *Initiated new data collection and practice management platform*
- *Improved Intake process to reduce time to service delivery*

KEY METRICS

Where there were set targets, they are shown in parenthesis next to the performance metrics.

Employee Retention Rate

	Year 1 (Baseline)	Year 2	Year 3
All Employees	75.34%	69.01%	67.04%
BIs	57.61%	45.67%	53.40%

Goal: Improve retention across all groups with a 3% annual increase.

Employee Turnover Rate

	Year 1 (Baseline)	Year 2	Year 3
All Employees	58.75%	58.48%	51.12%
BIs	80.43%	80.29%	68.93%

Goal: Reduce turnover by 5%

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

2024 Caregiver Feedback Survey

Employee engagement

	Year 1 baseline	Year 2	Year 3
Response Rate	**92%**	**87%**	**85%**
% Happy to go to work	82%	86%	90%
% Feel supervisors care	87%	94%	94%
% Opportunities to learn & grow	76%	87%	86%
% Feel compensation benefits are fair	39%	45%	58%

Goal: Maintain metrics with a minimum response rate of 85%

Caregiver Satisfaction	**Year 1**	**Year 2**	**Year 3**
EECD survey			
% engagement in PLP	98% (90)	99% (90)	96% (90)
% therapy has had a positive impact	76% (80)	75% (80)	79% (80)
% said practices were collaborative	83% (85)	82% (85)	80% (85)
VIVA survey			
% response rate	_	38%	22%
% who would recommend VIVA	_	93%	95%
% satisfied with progress	_	89%	96 %

Goal: Maintain metrics

"WE WOULD LIKE TO SAY THAT VIVA STANDS OUT AS A BEACON OF HOPE AND SUPPORT FOR INDIVIDUALS, LIKE US, SEEKING TO IMPROVE OUR CHILDS WELL-BEING. THEIR COMMITMENT TO PROVIDING ACCESSIBLE AND INDIVIDUALIZED THERAPY IS COMMENDABLE."

2025 Caregiver Feedback Survey

Recognized Leader in the Field of Autism

Metric	Year 1 baseline	Year 2	Year 3
Social Media Followers	900	1600 (2000)	2470 (2000)
Conference Presentations	1	1(3)	2 (3)
Awards Received (sought out/ applications)	1	1 (1)	0 (1)

Child Learning Rate

Metric	Year 1	Year 2	Year 3
BHI Learning Rate	Baseline	70% (75)	76% (75)
Annual Plan aligned to strategy	✓	✓	✓

"WE MOVED PROVINCES TO ACCESS THE INVALUABLE RESOURCES OFFERED BY VIVA IN NEW BRUNSWICK, WHERE MY SON RECEIVED 20 HOURS A WEEK OF IN-HOME THERAPY TAILORED TO HIS SPECIFIC NEEDS...

I WILL FOREVER BE THANKFUL FOR THE SUPPORT AND OPPORTUNITIES YOU PROVIDED, WHICH HAVE MADE SUCH A DIFFERENCE IN OUR LIVES...THE SKILLS AND STRATEGIES WE LEARNED FROM YOU HAVE NOT ONLY HELPED HIM BUT HAVE ALSO POSITIVELY IMPACTED OUR WHOLE FAMILY – INCLUDING MY OTHER THREE CHILDREN."

- Caregiver LinkedIn post, April 2025

Referrals and Transition to school

Metric	Year 1	Year 2	Year 3
Average Referrals per Month	35	33	35
# Learners referred to VIVA	635	724	773
# Learners Transitioned to School	195	259	306

Service Quality

Quality Measure	Year 1	Year 2	Year 3
% SLA hours delivered - average	46% (68)	63% (61)	65% (69)
% Intervention hours with 8–15% supervised - average	98% (90)	98% (90)	95% (90)
% Files with CALI at Intake	87% (93)	97% (91)	100% (96)
% Files with CALI within 8 months prior to school entry	100% (85)	100% (90)	Not available
% Files with Complete PLP (signed, focused, updated, parent goal, SLA)	95% (90)	92% (90)	98% (100)
% PLPs Showing Collaborative Practice (when partners involved)	91% (85)	98% (90)	100% (100)
% Clinical Monitoring Criteria with ≥60% Compliance	97% (75)	99% (100)	100% (100)
% CALI Summarized in Assessment Results Form	19%	29%	94%
% CALI Administered by Trained BC/CS (Workshop Completed)	100%	100%	100%
Alignment of Assessment, Intervention Focus, Programs, and Goals	93%	96%	97%
PLP Updated & Consented After Any Goal/Structure Change	97%	92%	98%
Written Programs Include Steps & Are Available at Intervention Site	96%	99%	98%
Data Collection & Analysis Aligns with Provincial Framework	96%	99%	100%
Decision Making is Data-Based	87%	99%	100%
The Session Observation and Feedback form is used during 80% of clinical visits by supervisory staff	46%	73%	94%

FINANCIAL SUMMARY

In the goal set out in our Strategic Plan guiding the years 2022-2025, VIVA stated that we would **forecast and maintain a balanced budget** reflected in financial audits and quarterly analysis reports.

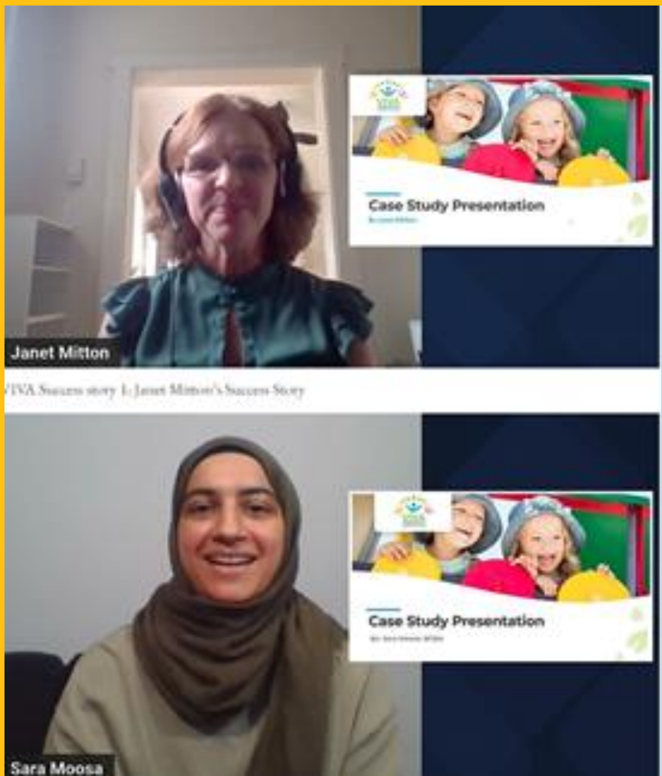
Significant effort goes into forecasting and submitting our annual budget to the Province of New Brunswick to run the Preschool Autism Program. As an organization, VIVA operates with a high degree of **integrity** and **accountability** to the children with autism, and their families, that we serve. We also strive to stay current with technology and our therapeutic methods to offer the best **quality service** to our learners and our employees.

In year 1, 2022-2023, there were external factors that impacted the organization financially requiring business agility and redistribution of effort to respond; specifically: increased referral rates, cost of our group benefits program and costs of fuel for required travel to serve our families.

Beginning in fall 2022, we encountered a significant and unexpected increase in learner referrals (approximately 30% increase). The average monthly number of referrals went from 28 to 35. As a result, the organization operated overbudget primarily in response to staffing brought on by significant, unprecedented increase in caseloads. The organization took on an **additional 120 learners** beyond the scope of our service agreement, requiring hiring beyond the budget received. Our company accepted to service this additional caseload without interruption, focusing on our values of quality and integrity. Efforts to contain spending in all categories, except for intervention salaries, were undertaken; however, the organization sustained a loss in this fiscal, with no revenue recorded on the service contract.

In year 2, 2023-2024, the significant increase in learner referrals that began in 2022 continued. VIVA's year end statements show 97.8% of expected expenses were incurred. A minimal profit was achieved by placing strict boundaries on spending in certain areas including software, repairs and maintenance, and professional development and requiring more responsibilities to be taken on by our directors and supervisors across regions. Intervention delivery wages continued to be a challenge both in supervisors and BIs that the company has monitored bi-weekly. However, without capping the program, we were in a position of hiring based on need, instead of adhering to a budget designed for a specific number of children.

In year 3, 2024-25, VIVA's expenditures were 96% of total budget, with intervention delivery costs coming in a 4% under budget. Despite, **new wage schemas**, with salaries coming on par with other positions in this sector, turnover rates, particularly with supervisors, were exceptionally high. Profit has been reinvested by the organization to facilitate space purchases much needed in two areas of the province, and to purchase an online digital platform to **support** our clinical and administrative needs.
Overall, VIVA continues to demonstrate transparent **financial responsibility** to achieve a stable budget year over year. We are pleased to be in an income positive position at the end of year 3, despite the workload stress on our supervisors and the inability to move forward with securing additional space in several areas of the province which have pervasive effects on the organization.



Success Stories

VIVA Therapeutic Services, established by Danielle Pelletier in 2005, delivers high-quality, evidence-based interventions for autistic preschool-aged children in New Brunswick. With over 500 families served, VIVA integrates behavioral and developmental approaches tailored to each child's unique needs. The organization values teamwork, integrity, and joy, focusing on naturalistic teaching methods that respect each child's neurodiversity. VIVA is committed to continuous growth and celebrates every milestone achieved by its learners and staff, fostering a supportive and inclusive community.

-FTF website, August 2024

"HIS BI IS AMAZING, SHE HAS HELPED HIM SPEAK SO MUCH AND BECAUSE OF HER I'M NOW ABLE TO TALK TO MY CHILD MORE AND HAVE HIM UNDERSTAND ME AND RESPOND, HE IS NOW COUNTING ALL THE WAY TO 20 ALL BY HIMSELF."

2025 Caregiver Feedback Survey

LESSONS LEARNED

As we conclude our 2022–2025 strategic plan, it is important to reflect on what we set out to achieve and what we have learned along the way. A central theme of this plan was *stability*—stability in our workforce, service delivery, operations, and organizational structure. While we made meaningful progress in many areas, we did not fully achieve the level of staffing stability we had envisioned. This experience has provided critical insights that will shape our priorities and approach in the next strategic cycle.

1. Clinical and Operational Oversight & Skillsets

We learned that strong clinical and operational oversight is essential to achieving both service quality and organizational stability. These skillsets—especially the ability to integrate clinical insight with operational planning—are challenging to find in Atlantic Canada, and we continue to face challenges in attracting and retaining individuals with this expertise. Over the past three years, we have come to better understand the importance of leveraging the strengths of our current workforce by placing individuals in roles where they add the greatest value. A more intentional and aligned organizational structure is key to supporting both day-to-day operations, clinical quality, and long-term growth. Stability depends not just on having enough employees, but on ensuring the right people are in the right roles with the right supports.

2. Workforce Planning & Data-Driven Decision Making

Our goal of staffing stability required a more robust HR strategy be developed. We've learned that effective workforce planning must be rooted in real-time data and forward-looking analysis—not reactive hiring or assumptions. For example, attendance management surfaced as an area where perceptions didn't always align with reality. Data revealed that some challenges were less about individual attendance and more about competitive compensation, team dynamics and leadership balance. We now recognize the need for stronger HR systems that can inform capacity planning, track key metrics, and support more accurate forecasting. Without these tools, achieving true staffing stability will remain out of reach.

3. Collaboration with Early Learning and Child Care Centres (ELCCs)

To maximize both impact and efficiency, we need to reframe how we work with ELCCs. The previous plan highlighted the need for deeper collaboration, but in practice, our efforts remained somewhat siloed. Moving forward, true integration with ELCCs—through better utilization of human resources, planning, and communication—will allow us to better support children, reduce duplication of effort, and make full use of our workforce. This collaboration is not just a value-add; it's a necessary strategy for maximizing limited resources and building the staffing stability we seek.

4. Setting Realistic and Reasonable Targets

We entered this plan with strong ambition, but at times we set goals that were out of step with our available resources—particularly our staffing capacity. With limited personnel dedicated to working "on" the business, we often had to choose between improving systems and maintaining day-to-day service delivery. While we have made important strides in program development and internal processes, the pace was slower and more resource-intensive than anticipated. The key lesson here is about calibrating ambition with reality—being bold in our vision but realistic in our planning to ensure we set ourselves up for success.

5. Strategic Oversight and Shared Responsibility

Finally, the past three years have reinforced the importance of strong, cohesive strategic oversight. Stability requires more than structure—it requires shared responsibility, clear communication, and alignment across all levels of the organization. At times, competing priorities or unclear roles diluted our focus and limited our ability to execute effectively. We have learned that consistent messaging, connected leadership, and clear lines of accountability are foundational to any future strategy—especially one focused on workforce stabilization and organizational cohesion.

SUMMARY

While our 2022–2025 strategic plan was grounded in the goal of achieving greater **stability**—particularly in our workforce—we did not fully realize that outcome. Through the challenges we encountered, we've gained a much clearer understanding of the conditions and strategies required to support long-term organizational health.

A key realization is that **stability cannot be achieved without efficiency**. The way we structure our teams, deploy our talent, plan our workforce, and collaborate with partners must all be driven by a commitment to working smarter, not harder. When systems are inefficient or roles are misaligned, it places additional strain on our people, contributing to burnout, turnover, and instability. In contrast, a well-organized, data-informed, and strategically aligned organization enables staff to focus on what they do best, feel supported in their roles, and remain engaged over time.

As we move into our next strategic cycle, we will carry these lessons forward—prioritizing **efficiency as a lever for stability**, strengthening our strategic oversight, and staying grounded in realistic, capacity-conscious planning. **These efforts are all in service of delivering high-quality programs for children and families, while supporting a healthy, sustainable workforce.**

"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


SHOUT OUTS
THANK YOU
VALEURS FONDAMENTALES
team because we work together, we are a team because we respect each other
LITTLE, TOGETHER WE CAN DO SO MUCH."
INTEGRITY IS DOING THE RIGHT THING EVEN WHEN NO ONE IS WATCHING
belonging
TODAY I CHOOSE joy
IT IS QUALITY, RATHER THAN QUANTITY, THAT MATTERS
Shout out Box
FUN
SHOUT OUT