VIVA
THERAPEUTIC
SERVICES
THÉRAPEUTIQUES

Growing together, from strong foundations to lasting impact

ANNUAL REPORT

2025-2026



OUR PLACE AND OUR PURPOSE

A story rooted in respect

We begin by recognizing the land, the people, and the relationships that make our work possible.



Land acknowledgement

As an organization providing services to people across New Brunswick, VIVA Therapeutic Services acknowledges that our work takes place on the traditional unceded territories of the Wolastoqiyik, Mi'kmaq and Peskotomuhkati peoples. These lands are covered by the Treaties of Peace and Friendship, first signed with the British Crown in 1726. The treaties did not surrender lands and resources; they recognized title and established the basis for an ongoing relationship between nations.

We strive to build respectful relationships with all peoples of this province as we work toward collective healing, meaningful reconciliation, and shared care for this beautiful land.

MESSAGE TO OUR COMMUNITY

Those moments create something extraordinary

A message from VIVA's Chief Executive Officer



When a child learns to communicate their needs...
When a caregiver feels confident enough to try a new strategy...
When an employee discovers they are capable of more than they ever imagined...

Those moments may seem small on their own, but together they create something extraordinary. That is why VIVA exists.

As CEO of VIVA Therapeutic Services, I am proud to share the progress we have made over the past year and to reaffirm the principles that guide our work. Every day our team delivers support grounded in science and trauma-informed practice - work that transforms lives, strengthens families, and builds resilience in the communities we serve. This mission demands rigor, compassion, and continual learning.

None of this is possible without skilled, supported people. We continue to invest heavily in workforce development — from robust internal training and coaching to enhanced supervisory support because trained employees and supervisors are the foundation of high-quality service. While we have successfully recruited and trained staff, we still rely heavily on internal training and frontline coaching to develop expertise at all levels. Retaining our staff is critical to sustaining outcomes; we are encouraged that our turnover and retention metrics are moving in the right direction, reflecting the positive impact of our investments in development, safety, engagement, and employee support.

This year marked a significant milestone for VIVA with the successful launch of Portia, our new integrated digital platform. Developed specifically for autism service providers, Portia unifies clinical documentation, scheduling, payroll, and operational data into a single,

secure system that will improve efficiency, reduce duplication, and provide better information to support decision-making across the organization. While implementing a transformation of this scale required extraordinary commitment from employees, the long-term benefits are substantial. By embracing a digital-first approach, we are reducing our reliance on paper, streamlining administrative processes, and lowering our environmental footprint. Most importantly, Portia will enable our teams to spend less time on administration and more time focused on delivering exceptional services to the children and families we serve, while positioning VIVA for continued innovation and sustainable growth.

We continue to expand both reach and relevance for the people we serve. The number of learners in our programs keeps growing, and we are diversifying support for families through group services, caregiver education and coaching, and the development of practical, accessible online modules. Caregivers repeatedly tell us they want content that is actionable and easy to access; meeting that need remains a strategic priority.

I am privileged to lead an organization that does such impactful work. In the year ahead we will continue addressing the four pillars of our strategic plan, building on our investments in people, quality, access, and sustainability. This work fills my cup both personally and professionally — and I thank our employees, partners, caregivers, and learners for their trust and commitment.

Behind every initiative is a child making progress, a family finding hope, an employee growing in confidence, a community working together.

That is the story of this report.

As you read these pages, I invite you to look beyond the numbers. While the metrics demonstrate accountability and progress, they represent something much greater: children developing new skills, caregivers feeling empowered, employees discovering new opportunities, and partnerships creating stronger communities.



Inside this report

VISION, MISSION & VALUES
CHILDREN AND FAMILIES
OUR PEOPLE
EFFICIENCY
COMMUNITY
FACING FORWARD

OUR STRATEGIC PLAN

Growing Together Through Four Strategic Pillars

Every story in this report reflects our commitment to four strategic pillars. Together, they help us strengthen services, support our people, improve quality, and deepen community impact.

01 COMMUNITY ENGAGEMENT

Goal: We strengthen partnerships and create connections that support children beyond our services.

Building stronger networks around every child.

02 OPERATIONAL EXCELLENCE

Goal: We improve systems, processes, and technology to create consistent, high-quality services.

Giving employees more time to focus on children and families.

03 DIVERSIFICATION OF SERVICE

Goal: We expand programs, learning opportunities, and caregiver supports to meet evolving needs.

Providing more ways for learners and caregivers to access meaningful support.

04 PEOPLE DEVELOPMENT & EMPOWERMENT

Goal: We invest in employees so they can grow, thrive, and deliver exceptional care.

Building expertise, strengthening wellbeing, and creating opportunities for professional growth.

WHAT GUIDES US

Flourishing, in each child's own way

Our purpose is simple, yet meaningful: to provide services that honour the dignity, nurture the joy, and recognize the unique potential of every learner.

VISION

Together, we help each child flourish.

MISSION

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

OUR VALUES

- Teamwork
- Integrity
- Quality
- Dignity
- Diversity
- Joy

Across *New Brunswick*

We are proud to provide evidence based services to preschool-aged children with autism and their families in communities across the province.





350
Employees

A dedicated team supporting children and families in communities across the province.

277 219
Hours of therapy

Individualized, evidence-based supports to help children learn, grow and reach their goals.

300
Children transitioned to school

We support smooth and successful transitions to the next stage of their learning journey.

Stronger children. Brighter futures.

CHILDREN AND FAMILIES

Earlier support. More ways to learn.

The first year of our strategic plan focused on making it easier to begin services and expanding how children and caregivers can participate.



50%
reduction in intake time

89%
caregivers satisfied with PLP engagement

13
families in caregiver education and coaching

Making the path into service easier

Guided by the first year of our 2025–2028 Strategic Plan, we remained focused on what matters most: ensuring that preschool autistic children across New Brunswick receive timely, high-quality, and effective services that help them flourish.

We worked diligently to reduce barriers within our intake and service delivery processes so that children could begin therapy more quickly and families could receive support sooner.

Teams examined the intake and service-delivery journey from a family's point of view. By removing barriers and creating clearer processes, VIVA reduced the time for intake by 50 percent - helping children begin therapy sooner and families receive support earlier.

CHILDREN AND FAMILIES

Learning together. Growing together.

Group learning is about more than learning alongside other children. It gives learners opportunities to experience routines, build relationships, practice new skills, and discover what it feels like to be part of a group.

Caregiver feedback shows the difference those experiences can make. Families described children becoming more social and confident with peers, more communicative, more flexible, and better able to take turns, listen to instructions and try new things.

And families are seeing those skills extend beyond the program — from taking turns with a sibling to approaching other children at the park or pool.



Building confidence for what comes next

For children preparing to enter school, the group environment also provides valuable experience with classroom routines, expectations and being part of a group.

One caregiver shared that the program helped prepare their son for kindergarten because he now understands **what a classroom setting is like and has a better idea of what to expect.**

WHAT FAMILIES NOTICED FROM OUR LEARNING TOGETHER PROGRAM - CREW

MORE CONNECTION

Greater interest and engagement with peers.

MORE COMMUNICATION

More words, vocalizations and ways of expressing needs.

GROWING CONFIDENCE

Children excited to attend and increasingly comfortable in group.

SKILLS THAT CARRY OVER

Turn taking, flexibility, listening and trying new things.

PREPARING FOR WHAT COMES NEXT

Experience with classroom routines and being part of a group.

OUR PEOPLE

Growing expertise. Strengthening care.

A strong service experience begins with employees who feel prepared, supported and able to grow.



80%
happy to go to work

+350
employees across New Brunswick

$64 569.26
awarded through the Pelletier Trust Fund for Education and Development

Building clinical confidence

To further strengthen clinical excellence, we developed and implemented our own Skill Based Treatment (SBT) training ensuring consistent, high-quality therapeutic practices across the province while creating meaningful professional advancement opportunities for our team members.

Before a child can learn, they need to feel safe, supported, and understood. That belief is at the heart of VIVA's continued focus on Skills-Based Treatment (SBT).

For children who experience significant challenges communicating their needs or coping with difficult situations, SBT provides a safe, compassionate, and respectful approach to building important skills. Children learn effective ways to communicate what they need, cope with changes and challenges, and gradually build the skills needed to participate in learning and everyday activities. SBT emphasizes creating positive, trusting interactions and teaching skills at a pace that supports each child's success. This approach also helps create

safer, more predictable environments for the employees who support them. By investing in SBT, we are building a foundation of safety, trust, communication, and confidence that opens the door to learning, growth, and greater independence.

Safer, more supportive workplaces

VIVA introduced a Joint Health and Safety Committee (JHSC) Program Liaison to strengthen and support our JHSCs. Safe Management training was implemented across the province, so employees have practical skills and confidence to protect themselves and respond effectively in crisis situations. We continued to develop our workplace incident data to better understand the relationship between learner programming and learner related incidents. This allows us to ensure programs are adequately addressing problem behaviours such as biting, hitting, kicking, etc. that can result in an employee injury.

The year also brought a deeper focus on psychological safety. Engagement, inclusion, and psychological health and safety are connected; together they shape whether people feel valued, respected, supported, and able to do their best work. We officially launched our partnership with the WorkSafeNB Psychological Health and Safety Team. We completed the Guarding Minds at Work survey and focus groups and are using the results to reduce psychological risks to our employees.

PROTECTING PSYCHOLOGICAL HEALTH

Our employees do meaningful work - and that work can also carry significant demands.

EMOTIONAL LABOUR	COMPLEX BEHAVIOUR	WORKLOAD	WORKING INDEPENDENTLY
Supporting children and families through complex situations	Responding to challenging and sometimes unpredictable situations	Balancing clinical, administrative, and organizational demands	Providing services across a variety of settings and environments

We recognize the impact our work can have on employees' mental health and well-being. We are committed to creating a psychologically safe workplace where employees feel supported while doing this important work.

What employees need

As we move forward, we will continue to focus on creating a workplace where employees feel valued, respected, included, and supported. Improving the employee experience is not about one survey or one initiative, it is about listening, learning, and acting on what our employees are telling us. It's about recognizing a shared responsibility for how we show up and interact with each other every day.



EMPLOYEE VOICE

"I am not a number but viewed as a person who feels appreciated to be working at this company."

-Employee Engagement Survey 2026

OUR PEOPLE

Listening. Taking action.

Employees shared feedback, and we're using it to make a difference. These five priorities will continue to serve as an important lens for how we make decisions, allocate resources, set priorities, and plan our work—helping ensure that employee feedback is reflected in how VIVA moves forward.

Over the past year, we experienced an **increase** in employee **retention of 16.03%** and a **decrease** in employee **turnover of 9.11%.** We attribute this to our focus on more sustainable working conditions/workload for our employees and the wage parity we have tried to offer.



EFFICIENCY WITH A PURPOSE

More time for the work that matters

Operational excellence and better systems are not the story on their own. Their value is the time, clarity and consistency they return to learners, families and employees.



50%
Faster intake process

80%
Service-level agreement fulfillment

1
Integrated digital platform

One connected view

VIVA selected a new digital platform, Portia Pro, to manage learner information, enable digital data collection, and streamline scheduling and payroll. Bringing these functions together will reduce administrative work, improve data accuracy, and make timely information easier to access for decisions.

Preparing people, not just technology

Before implementation, teams took time to understand organizational needs and choose the right solution. Employee engagement and needs assessments shaped the platform. A comprehensive approach to change - with varied training, accessible resources and individualized support - is helping employees build confidence and readiness.

EMPLOYEE VOICE
"I love the focus on strategic initiatives, the expansion and service diversity to better meet client needs, and the emphasis on training and developing our teams."
-Employee Engagement Survey 2026

COMMUNITY

Stronger connections around every child

Children and families are supported by a network. VIVA's role is stronger when that network is visible, connected and easy to reach.



Why partnership matters

Community relationships create clearer pathways to information and services. They also help the people around a child share knowledge, coordinate support, and respond to family needs earlier.

Maintaining a meaningful community presence remained a priority while teams continued to meet caseload demands and respond to referrals. Throughout the year, VIVA collaborated with Early Learning and Child Care Centres, Family and Early Childhood Services, Talk With Me, the YMCA of Southwestern NB, Horizon and Vitalité pediatric teams (speech-language pathologists, physiotherapists, occupational therapists, dieticians, pediatricians), Stan Cassidy Centre for Rehabilitation, Indigenous community organizations, including health centres and early childhood centres, Jordan's Principle, and other community partners.

VIVA will continue building a visible presence across New Brunswick and create more opportunities to connect directly with families, service partners, and communities.



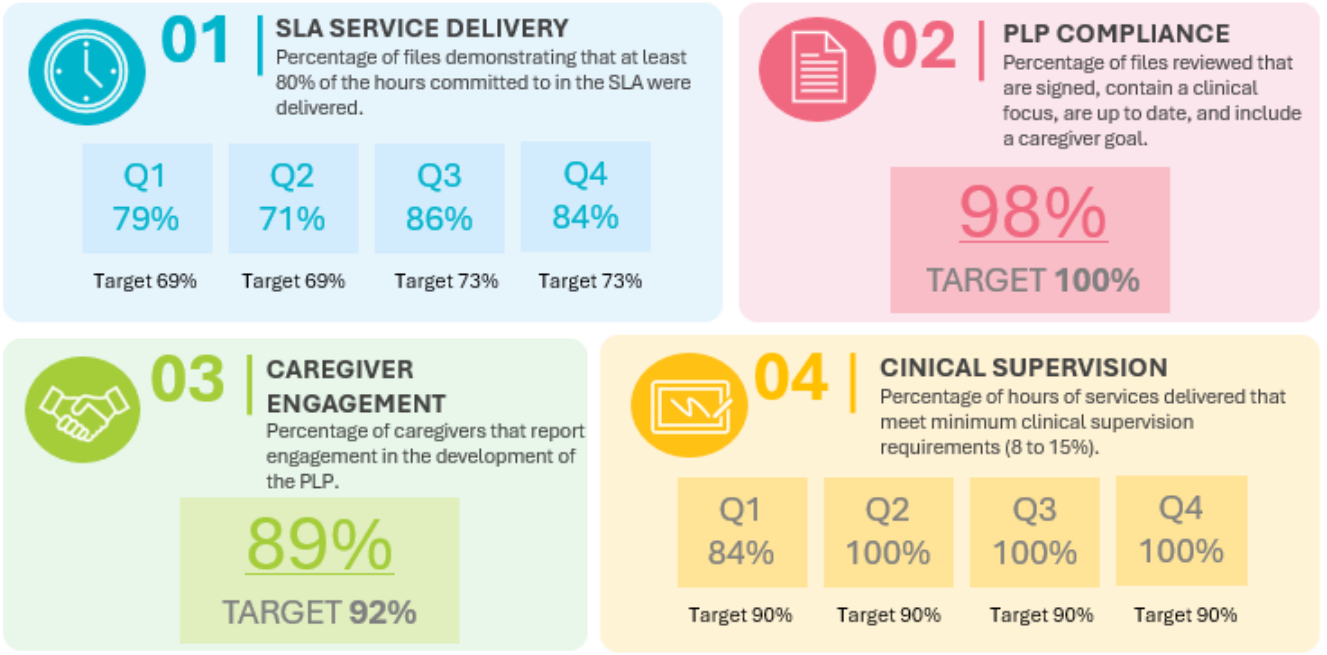


OUR MEASURED SUCCESS

Accountability in action

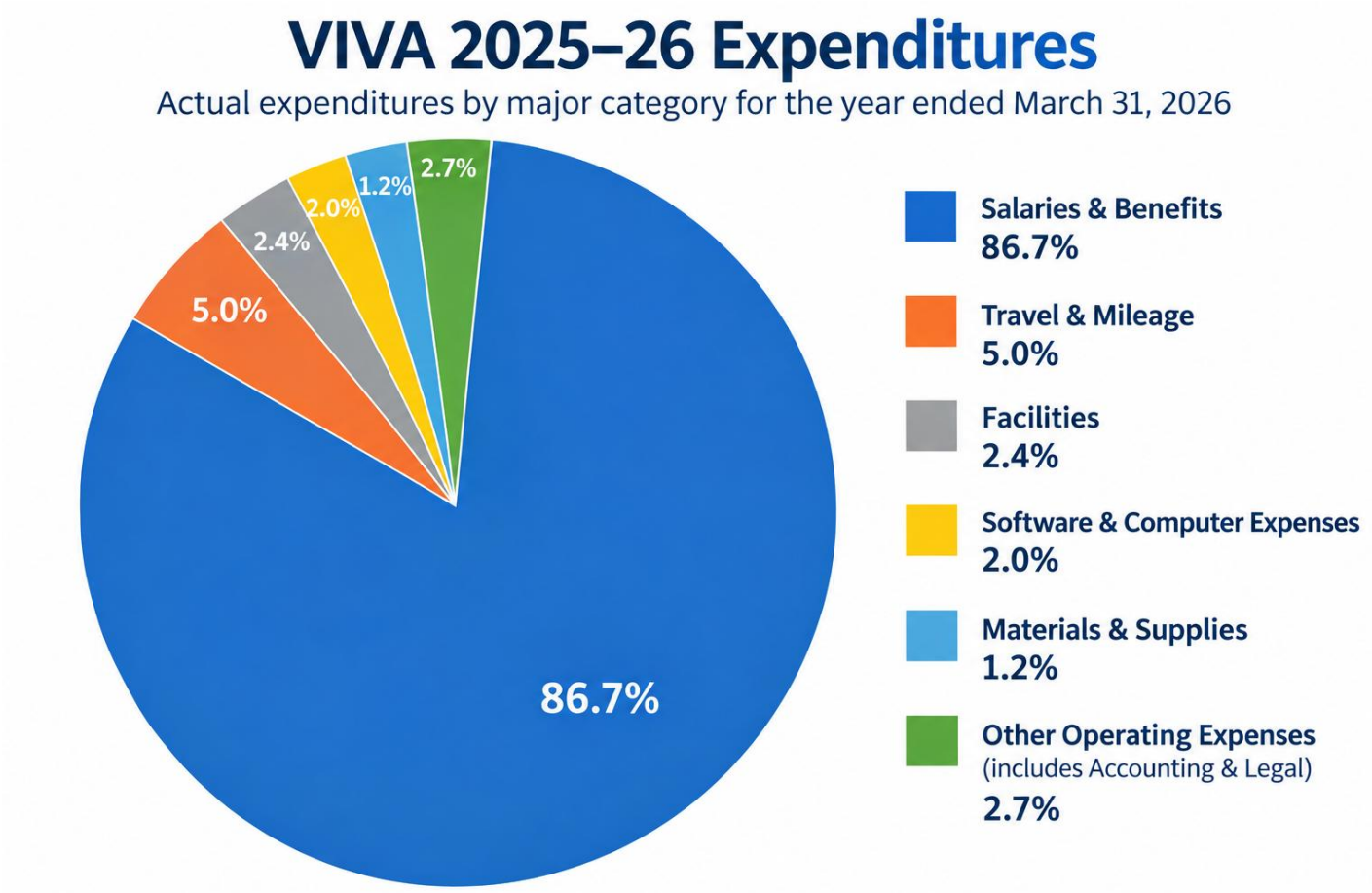
Measuring whether our commitments translate into consistent, high-quality service for children and families.

The Preschool Autism Program is built on a shared commitment to helping children develop the skills they need to thrive. As the organization entrusted by the Department of Education and Early Childhood Development to deliver the program, we are pleased to report that that we delivered strong results across our outcome measures, achieving many of our established targets. These results demonstrate our commitment to responsible leadership, service excellence, and continuous improvement. We extend our sincere thanks to the Department for its ongoing partnership and trust in VIVA as we work together to support children and families throughout the province. Delivering on our service level agreements (SLA) and personalized learning plans (PLP) are key outcomes for us.



FINANCIAL HEALTH

Navigating challenge. Building resilience.



Understanding VIVA's 2025–26 Expenditures

VIVA's 2025–26 expenditures tell an important story about the nature and cost of delivering autism services across New Brunswick.

The pie chart shows that most VIVA's expenditures are related to **salaries and benefits**. This reflects the nature of our work: VIVA is a people-based organization, and our services depend on having qualified employees available to work directly with children and families, provide clinical supervision, and support service delivery across the province.

Other necessary costs - including travel and mileage, facilities, technology, materials and general operating expenses - represent a much smaller portion of overall spending. Together, these expenditures provide the infrastructure needed for our employees to deliver services in communities throughout New Brunswick.

During 2025–26, VIVA experienced significant financial pressure. With such a large proportion of expenditure tied to our workforce, there are limited opportunities to reduce costs without potentially affecting staffing capacity and, ultimately, service delivery.

The challenge is further complicated by the changing demand for services throughout the year. Children enter the program as they are referred and leave as they transition to school. VIVA must maintain sufficient workforce capacity to respond to these changes while continuing to provide meaningful work and stable employment wherever possible.

For VIVA, financial sustainability and service sustainability are closely connected. Ensuring that funding reflects the actual cost of delivering the program is important to maintaining a qualified workforce and providing consistent, high-quality services to New Brunswick children and families.

Although 2025–26 was a challenging financial year, our focus remains on building a sustainable program that can continue to meet the needs of children and families across New Brunswick for years to come.

FACING FORWARD

From foundations to consistent execution

Year 2 is about turning careful preparation into reliable, equitable service.



Together, we are helping children, learners, families, and employees move through important transitions with greater confidence, connection, and support throughout the year.

CHALLENGES WE FACED

Responding to a changing environment

Growth and progress do not happen without challenges. This year, VIVA continued to adapt to changing workforce, service and family needs while maintaining our focus on high-quality support for children and families.

01 BUILDING OUR WORKFORCE. A more competitive landscape.

The market for employees with skills and experience in Applied Behaviour Analysis has become increasingly competitive. Recruiting and retaining skilled employees requires continued attention to development, career opportunities, employee experience and the support that help people build a career with VIVA. These pressures are particularly significant in our northern communities, where the available pool of qualified candidates is smaller and recruitment and retention remain ongoing challenges.

02 CREATING SPACE TO LEARN. Finding the right environments.

As group learning opportunities expanded, access to appropriate physical space became increasingly important.
Programs such as Learning Together need environments that are **large enough, accessible, safe and suitable for groups of young children.** The availability of these spaces can influence where and how often group learning opportunities can be offered.

03 RESPONDING TO COMPLEXITY. Supporting increasingly complex needs.

We are also seeing growing complexity in the circumstances of the learners and families we support. Economic pressures can affect many aspects of family life and can create additional challenges for families already navigating the needs of a young autistic child. For VIVA, this means continuing to recognize the whole context surrounding each learner, working collaboratively with families and community partners, and adapting our approach while remaining focused on our role and areas of expertise.

These challenges are helping shape our priorities for the year ahead.

THANK YOU

Every part of this story is shared

To the families, employees, partners, and communities who trusted, challenged, supported, and learned with us: thank you.

Supporting a growing child and family is never the work of one person, one family, or one organization. It takes a community of people working together, each contributing their unique strengths, perspectives, and care. As community advocates and partners, you help connect families to services, foster trust, and strengthen the network of support that surrounds them. Your commitment ensures that families do not navigate challenges alone and that children have every opportunity to flourish.

We are grateful for all that you contribute.

Together, we help each child flourish