

RISING ABOVE CHALLENGES

Improvement pathways
at Vitalité Health Network



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PURPOSE

To foster the health of our patients and communities, today and tomorrow.

Through a collaborative, learning approach, we foster the health of our communities and ensure the best care for our patients.

We are an innovative, forward-looking network where everyone's voice counts, and where patients and families come first.

ORGANIZATIONAL VALUES

Safety and respect above all

Humility and curiosity at the heart of a learning culture

Collaboration and mutual support that promote synergy

Integrity and accountability in all our actions



RIISING ABOVE CHALLENGES



France Desrosiers

Dr. France Desrosiers
President and CEO

Message from the President and CEO

Employee experience, patient experience and building closer ties with communities are the three major directions of Vitalité Health Network. These priorities guide our day-to-day decisions and actions, and the last quarter exemplified this commitment. This report to the community describes the projects and improvement initiatives underway at the Network over the period from January 1 to March 31, 2025.

I must highlight the success of the first cohort of physicians in the Practice Ready Assessment New Brunswick Program (PRA-NB). The PRA-NB program, an idea that originated at Vitalité Health Network, provides an accelerated route to licensure in the province for family physicians trained outside Canada. Administered by the College of Physicians and Surgeons of New Brunswick, it allows all participants to undergo an assessment to ensure that they have the necessary skills and abilities to provide safe, quality care for patients. This initiative stems from the collaborative efforts of several partners who believed in the project and its benefits. Today, five physicians have started practising here, at Vitalité. This marks a major step in enhancing access to primary health care for our communities—we are immensely proud of this achievement.

I'd also like to highlight a new partnership between Vitalité Health Network and an ophthalmology clinic in Greater Moncton, which will allow us to perform more cataract surgeries, as well as the Breastfeeding Peer Support Program, which has been officially recognized as a Leading Practice by the Health Standards Organization.

The few projects mentioned above are just a brief overview of the initiatives undertaken in this quarter. I encourage you to read on to find out more and discover the projects our teams are diligently pursuing.

Happy reading!

Message from the Chairman of the Board of Directors

As spring arrives, I'm delighted to see the progress made over the past few months and the leadership shown by Vitalité Health Network on a number of fronts. Our province and the delivery of health care to the population must adapt to the realities of today and tomorrow. One of the keys to achieving this is through innovation.

To innovate, we also need to understand people's needs. As you know, building closer ties with communities is one of the Network's three major strategic directions. A complete team to support the learning communities is now well in place, and I can't wait to see the concrete benefits of its work. While fulfilling both an internal and external mandate, the team promotes a learning-based organizational culture by supporting employees in their efforts toward engagement and change management.

The new provincial government recently presented its annual budget, and we're pleased to see that health care is a top priority and part of a transformational plan. Given the realities of an aging population and the challenges of labour shortages, it's crucial to optimize resources and drive innovation.

Our health care system is already undergoing a transformation, and the Network is making considerable efforts in this direction. This work is carried out in close collaboration with our communities and partners, and we take pride in seeing it constantly evolve to provide the best care for our population.



Thomas Soucy

Mr. Thomas Soucy
Chairman of the
Board of Directors

MAJOR DIRECTIONS



Patient experience



Employee experience



Building closer ties
with communities

STRATEGIC PRIORITIES



Improving access to primary
health care



Improving patient flow and
hospital performance



Supporting our managers in
their leadership

IMPROVEMENT INITIATIVES AND PROJECTS



Patient experience

Improving patient flow and hospital performance and improving access to primary health care require a wide range of projects and initiatives that mobilize teams in the field and involve them in the search for solutions.

Tangible projects for local family health teams

Further steps have been taken to establish local family health teams, designed to improve access to primary health care for the province's population.

As of now, 25 local family health teams, comprising 126 doctors and 24 nurse practitioners, are active in the Network's four zones. In recent weeks, new teams have been created in Dieppe, Shippagan and Campbellton.

Through the implementation of collaborative practices such as sharing electronic medical records, increasing administrative support, and delegating certain tasks to

other professionals, most teams have been able to increase their patient base.

The efforts we have invested have led to real progress. To date, the deployment of this new model has enabled us **to care for an additional 28,000 patients.**

In addition, the New Brunswick Health Council recently published the results of its primary care survey, which show, among other things, that the attachment of individuals to a primary health care provider has significantly improved in Zone 4 (Northwest), rising from 63.8% to 74.2%.



NUMBER OF PATIENTS CARED FOR BY ACTIVE TEAMS



In the Edmundston and Dieppe regions, steps have been taken with the teams to strengthen collaboration with community pharmacists and physiotherapists.

In addition, the co-building process continues for six future teams in the Bathurst, Campbellton, Baie-des-Hérons, Grand-Bouctouche/Beaurivage and Hautes-Terres regions.

The Network has set itself two important targets for improving access to services :

- 1** Offer regular appointments within five days for non-urgent consultations.
- 2** Offer appointments in less than 48 hours for minor emergencies, to guarantee rapid care for these situations.

In March 2025, 14 local family health teams were able to offer regular appointments in less than nine days, while five teams reached the five-day target. In addition, 15 teams are now able to offer appointments in less than 48 hours to respond to minor emergencies.




27,396 Patients added

Dieppe, Memramcook	15,166
Moncton	7,121
Shediac, Cap-Acadie	631

Edmundston, Haut-Madawaska	1,740
Grand Falls, Vallée-des-Rivières	1,796

Shippagan, Île de Lamèque	526
Caraquet, Rivière-du-Nord	139
Belle-Baie, Bathurst	160
Tracadie, Hautes-Terres	117

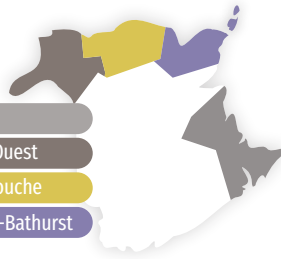

6 Teams in the co-building process or paused

Grand-Bouctouche, Beaurivage	1
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Edmundston, Haut-Madawaska	1
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Campbellton	1
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Belle-Baie, Bathurst	2
Tracadie, Hautes-Terres	1



Beauséjour

Zone Nord-Ouest

Zone Restigouche

Zone Acadie-Bathurst


25 Active teams

Dieppe, Memramcook	8
Moncton	3
Shediac, Cap-Acadie	2

Edmundston, Haut-Madawaska	1
Grand Falls, Vallée-des-Rivières	2

Campbellton	1
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Shippagan, Île de Lamèque	2
Caraquet, Paquetville, Bertrand	1
Belle-Baie, Bathurst	4
Tracadie, Saint-Isidore	1


149|220 Family doctors involved|possibility

Dieppe, Memramcook	43 52
Moncton	5 22
Shediac, Cap-Acadie	15 18
Grand-Bouctouche, Beaurivage	10 10

Edmundston, Haut-Madawaska	15 23
Grand-Sault, Vallée-des-Rivières	7 8
Kedgwick, Saint-Quentin	0 4

Baie-des-Hérans, Bois-Joli	3 3
Campbellton	10 13

Shippagan, Île de Lamèque	9 12
Caraquet, Rivière-du-Nord	5 12
Belle-Baie, Bathurst	23 32
Tracadie, Hautes-Terres	4 11

Mobilizing for patient flow

Over the past few months, teams at the Network have stepped up their efforts to improve the course of patients whose health no longer requires hospital care, but who remain in hospital waiting for appropriate care and support services in the community.

The main objective is to reduce the length of stay for patients with the "alternative level of care (ALC)" designation, thereby freeing up beds for patients in immediate need of acute care.

Improving the flow of ALC patients will enable faster access to care while reducing wait times for emergency and surgical services.

This initiative requires proactive discharge planning from the time of admission, coupled with rigorous day-to-day management to quickly identify obstacles to a safe return to the community.

Major collaborative efforts have been undertaken with our partners to facilitate the transition of patients to community settings adapted to their needs, whether temporary or permanent.

Members of the care team also play a crucial role in this process by preserving the patient's mobility and functional abilities during hospitalization, maintaining effective communication with loved ones and ensuring that adequate support is in place when the patient is discharged.

The rollout began with targeted initiatives involving team training and the implementation of best practices in each of the four zones, including the following units: Rehabilitation (Chaleur Regional Hospital), Medical (Campbellton Regional Hospital), Surgical (Dr. Georges-L.-Dumont University Hospital Centre) and Seniors' Care (Edmundston Regional Hospital).



New partnership for cataract surgeries

A new partnership between Vitalité Health Network and an ophthalmology clinic in Greater Moncton will improve access to surgeries for patients in southeastern New Brunswick.

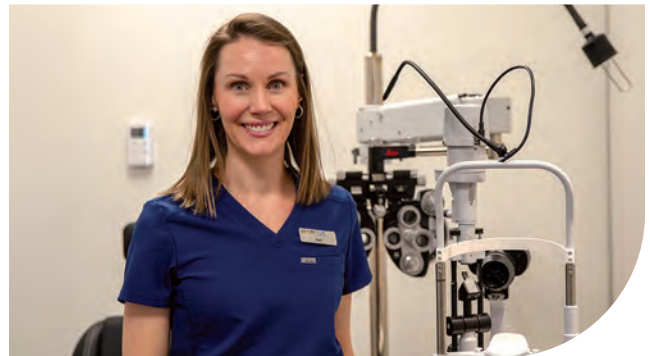


Located on Englehart Street in Dieppe, The Cataract Institute now performs cataract surgeries for patients in Zone 1 hospitals served by Vitalité Health Network and Horizon Health Network.

Thanks to this partnership, the team of ophthalmologists, including Dr. Gilles Cormier, Dr. Julien Saad, Dr. Isabelle Savoie and Dr. Houfar Sekhvat, will be able to perform over 3,000 surgical procedures each year.

Performing cataract surgeries in a modern, specialized facility will reduce waiting lists and significantly improve access times.

Vitalité Health Network will closely supervise the agreement to ensure that procedures are followed and that the highest standards of quality and safety are maintained. The costs of these procedures will continue to be fully covered by provincial medical insurance.



Vitalité Health Network extends access to SeamlessMD app

Patients undergoing liver, pancreas or bile duct surgery at the Dr. Georges-L.-Dumont University Hospital Centre now benefit from the SeamlessMD clinical care journey platform.

Accessible from their smartphone, tablet or computer, this digital tool provides patients with comprehensive support

before and after their surgery.

Patients receive step-by-step guidance during their recovery through educational resources, clear instructions and surveys that promote rigorous monitoring of symptoms and compliance with the care plan established by their medical team.

In addition, the SeamlessMD platform enables care teams to receive real-time alerts, remotely monitor patient progress via detailed dashboards, and access essential data to improve efficiency and clinical decision-making.

This enhanced support will contribute directly to reducing the number of readmissions, visits to emergency departments and overall length of hospital stays.



Health care services in correctional facilities

Recently, the Department of Health, the Department of Justice and Public Safety and the two health networks signed a memorandum of understanding to improve health care services in the province's correctional facilities.

As part of this initiative, Vitalité Health Network is now responsible for providing comprehensive medical care to people who are incarcerated at the Dalhousie and Madawaska correctional centres. Our commitment includes general health care, specialized treatment for addiction and mental health, and constant medical coverage, accessible at all times.

In concrete terms, Vitalité Health Network ensures a physical nursing presence for 16 hours a day in the correctional centres under our responsibility, thanks to a team made up of a clinical nurse guide, registered nurses and licensed practical nurses. During the remaining eight hours, remote coverage is provided to meet urgent needs.



Our services include medication administration, opioid agonist therapy, regular physical assessments, various medical examinations, dressing changes, as well as support for physicians during their weekly visits.

A nursing model for quality care

Faced with a nursing staff shortage, the Network has innovated in the way it delivers nursing care to hospitalized patients.

A new model integrating patient care attendants, working as a trio with a nurse and a licensed practical nurse, has been developed. The responsibilities and scopes of practice of each individual have been reviewed and optimized to ensure better coordination and greater efficiency of care.

This reorganization of the care team was first implemented at the Surgical, Medical, Long-Term Care and Nephrology Units.

Results have shown a significant reduction in delays in patient care and a more frequent presence of staff at bedside, leading to an increase of nearly two hours of direct care per patient. These advances have had a direct positive impact on the patient experience, as well as on the overall quality of care provided.

The second phase of deployment is currently underway and involves Mother-Child Services, Mental Health and Addiction Services, and Emergency Services.

KEY RESULTS

**INCREASE IN THE NUMBER OF HOURS
OF CARE PER PATIENT:**

from 5.1 h to 7 h per day

Medical, Surgical and Long-Term Care Units



Other news

Vitalité launches an innovative national telepathology project

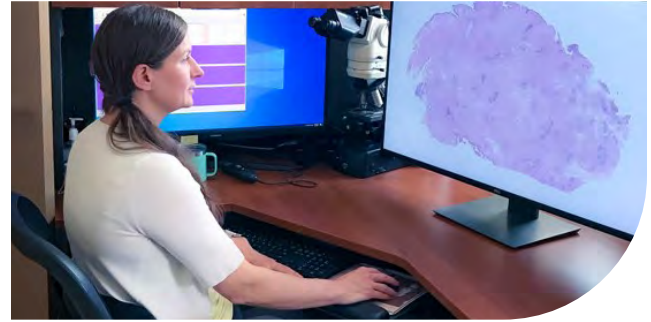
Vitalité Health Network is launching a national initiative to train future pathologists in the use of digital tools and new technologies in diagnostic interpretation.

In collaboration with the Atlantic Cancer Research Institute, this project will give pathology residents across Canada access to digitized slides for in-depth case studies and realistic simulations.

The initiative also includes the integration of artificial intelligence tools for diagnostic interpretation, to adequately prepare residents for the technological innovations that will soon redefine the practice of pathology.

This unique project has been made possible by the

Network's advanced digital pathology capabilities, the support of artificial intelligence partners from France and South Korea, and the financial backing of pharmaceutical companies.



The Breastfeeding Peer Support Program recognized as a Leading Practice

The Breastfeeding Peer Support Program has officially been recognized as a Leading Practice by the Health Standards Organization.

Created by Public Health of the Northwest Zone, the Breastfeeding Peer Support Program is a free community

service aimed at supporting and encouraging mothers in their breastfeeding journey. It relies on experienced volunteers trained in breastfeeding who provide personalized support to new families, offering resources, practical advice and emotional support.

In addition, the Canadian Breastfeeding Committee recognized the outstanding work of Public Health in the Northwest Zone with the Platinum status, a distinction that highlights its exceptional commitment to promoting and supporting breastfeeding. This recognition signifies that the organization has achieved all the Baby-Friendly Initiative (BFI) steps, an international program aimed at improving breastfeeding practices and maternal and infant care.



Patient testimonial

In the Edmundston region, a cohort of kidney failure patients now have access to peritoneal dialysis. This treatment modality can be done at home, with fewer dietary and fluid restrictions.

Patients can therefore manage their treatment at home without having to visit the hospital on a regular basis. Gérald Martin, one of the patients to have benefited from the program, expressed his satisfaction with this more flexible and practical solution, which enables him not only to continue his daily activities, but also to travel outside the province.

*"If there's something wrong,
I call the hospital team.
If I want to go for a walk,
I take the machine with
me. I'm really free."*

- Gérald Martin



Scan to view the interview
with Mr. Martin





Employee Experience

In addition to recruitment initiatives, retention initiatives are also implemented to improve employee attendance, engagement and job satisfaction. We want to provide health care workers with a healthy, engaging and safe work environment, which ultimately contributes to our ability to deliver quality patient care.

Employee recognition project

The Network has launched a new project to improve the employee experience by fostering a culture of recognition within the organization. This approach focuses on people in the workplace and organizational values.

IMPROVEMENTS MADE AS PART OF THIS PROJECT:

- **Connexion Program**

Every day, a supervisor is asked to provide positive feedback on observed behaviours that align with Network values.

- **Weekly meetings**

Supervisors discuss behaviours that reflect organizational values on a weekly basis.

- **Regular manager visits**

Managers arrange regular field visits to connect with their teams and strengthen relationships.

- **Standardization of daily meetings**

A standard template for daily team meetings has been developed to incorporate elements of recognition.

The first phase of the project involves teams from Nutrition and Food Services and Environmental Services of the Dr. Georges-L.-Dumont University Hospital Centre. Preliminary results show a 23% increase (from 5.3 to 6.5 on a scale of 10) in the level of satisfaction of employees on these teams with their supervisor's recognition (January 2025).

Supporting our managers in their leadership

The Network recently adopted a new strategic priority: supporting our managers in their leadership.

This acknowledges the essential role of these health care workers within the organization, the impact they have on the well-being of individuals and the quality of services provided.

This initiative, now in its first phase, will include a number of projects in which managers will play an active role. The "by, for, and with" approach aims to understand the specific challenges and needs of managers in order to design a strategy that is truly relevant for them.

In February 2025, focus groups were held with over 375 participants. The purpose of these meetings was to gain deeper insights into the challenges and needs of managers while identifying staff expectations for fostering a positive employee experience.

The next steps involve collaborating with managers to review the focus group results and develop a strategy to address the identified gaps in leadership.



Recruitment and hiring

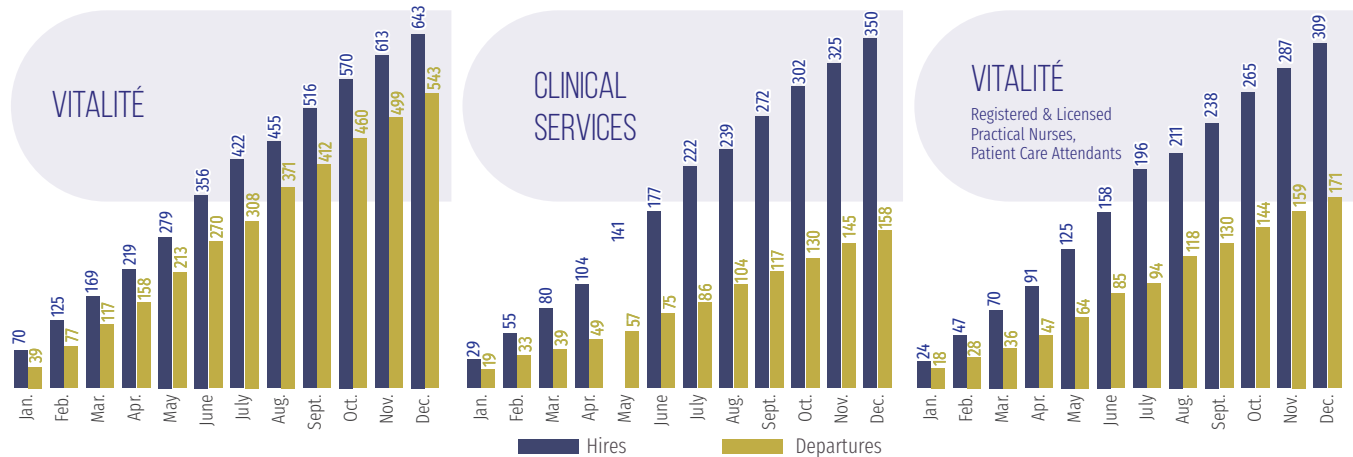
RECRUITMENT AND HIRING INITIATIVES

- Faster mobilization of known potential candidates
- Residential and community immigration and settlement support
- Financial incentives
- Improving the student employee experience
- Improving access to recruitment information and data
- Improving planning of recruitment events

KEY RESULTS April 1 to December 31, 2024	Number of graduate hires (accepted offers)	Number of international hires* (accepted offers)	International offers for which a response is pending	Other hires (accepted offers)
Registered nurses	82	123	33	62
Licensed practical nurses	30			32
Patient care attendants	10			35
TOTAL	122	123	33	129

*Will start as patient care attendants until registered in N.B.

NUMBER OF NEW HIRES AND DEPARTURES AT THE NETWORK



RECRUITMENT OF PHYSICIANS

In 2024

In the last quarter

New hires	45	13 (cumulative)
Departures	15	5 (cumulative)



Jérémie McIntyre, Medical Services Advisor

Five new internationally trained family physicians have joined Vitalité Health Network

The first cohort of internationally trained family physicians has recently completed the Practice Ready Assessment New Brunswick Program (PRA-NB) with success.

Four of the physicians hired by Vitalité Health Network will start their practice in the Restigouche zone, while one will be based in the Chaleur region (Acadie-Bathurst Zone). These new recruits will contribute directly to improving access to care for patients in these regions, either by providing in-patient care or community-based care.

Launched in October 2023, this initiative is the result of a collaborative effort between the Department of Health, the College of Physicians and Surgeons of New Brunswick, the two health networks, the New Brunswick Medical Society and the province's medical training centres. Successful candidates commit to working for three years in New Brunswick under a service agreement with the Department of Health.

Improved attendance management and fewer workplace accidents

Vitalité Health Network continues to implement the project to improve attendance management, which aims to ensure more active management of frequent absenteeism and better supervision of employees by the disability management team. These efforts are closely linked to those being made to improve the employee experience, the patient experience and hospital performance.

The annual average of paid sick leave days per Network employee was 11.7 in the third quarter of 2024-2025, compared with 12.9 in the third quarter of 2023-2024 and 13.1 in the third quarter of 2022-23. The Network has set itself

the goal of achieving an annual average of 10 days of paid sick leave per employee by the end of 2025-2026.

At the same time, efforts to improve workplace safety are continuing. In the third quarter of 2024-2025, the annual lost-time accident rate stood at 3.0 accidents per 100 employees, even better than the target of 3.5, demonstrating progress in employee safety.

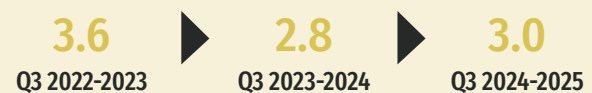
Improvements in sick leave and work-related accidents have led to a reduction in lost time (69 fewer full-time equivalents, compared with 2022-2023), improving quality of care and the patient experience.

KEY RESULTS

AVERAGE ANNUAL PAID SICK LEAVE per employee



ANNUAL WORK ACCIDENT RATE per 100 health care workers



FULL-TIME EQUIVALENTS (FTEs) LOST	2022-2023	2023-2024	2024-2025	Difference since 2022-2023	
Due to work accidents	63	55	46	-17 FTEs	-27%
Due to sick leave	341	289	289	-52 FTEs	-15%
Total	404	344	335	-69 FTEs	-18%

OTHER PROJECTS UNDERWAY

- Review of the performance appraisal process
- Improvement of recognition practices and culture in the field
- Improvement of the return-to-work accommodation process

Pictured here, from left to right, are Farah Boussoffara, Julien Belliveau and Maxime McGrath, members of the physiotherapy team at the Dr. Georges-L.-Dumont University Hospital Centre.



"My work is very satisfying, mainly because I'm surrounded by an amazing team that helps me grow both professionally and on a personal level."

- Farah Boussoffara

"What I love most about my job is feeling like I'm making a real difference in patients' recovery and experience during their hospital stay. We're also lucky to have a team that supports each other."

-Maxime McGrath

"Working at the Dr. Georges-L.-Dumont University Hospital Centre allows me to help patients regain their mobility and strength. I'm lucky to be surrounded by a great collaborative team that supports me every day."

- Julien Belliveau



Building closer ties with communities

Optimizing the health care system depends on the commitment of all stakeholders, including health partners, the education sector and communities. Aware of the need for synergy, Vitalité Health Network continues to invest in its relationships with both its teams on the ground and its communities.

Community Health Needs Assessment

In terms of community health needs assessments (CHNA), the team is preparing to release a report on the communities of Dieppe and Memramcook. The report is expected to be released in the spring of 2025. In the Bathurst and surrounding area and Edmundston region,

data collection is complete, and analysis is progressing well. Publication of these reports is slated for late summer 2025.

To find out more about the CHNA and view the latest reports, visit the [CHNA section of our website](#).

A complete team to support learning communities

Vitalité Health Network is pleased to announce that the engagement team responsible for advancing the Learning Communities project is now complete and hard at work. This team has an internal as well as an external mandate. In terms of internal engagement, the team promotes a learning organization culture by supporting employees in their efforts toward engagement and change management.

In the community, the team's mission is to create opportunities for closer ties between the communities and the Network, in order to highlight their respective strengths, foster two-way dialogue and support a collective approach to health.

The Learning Communities program is an integral part of one of the organization's three major strategic directions: building closer ties with communities. With this in mind, the community learning approach coordinators, in place since January 2025 in each zone, work closely with local players to ensure fluid and effective communication with the Network and to support health-related actions.

The Learning communities bring together stakeholders and mobilize around the results of community health needs assessments. To meet these needs, they focus on highlighting the unique assets of each community. Agile, each learning community adopts a structure that aligns with its priorities and best meets its needs.

"Establishing learning communities is an excellent opportunity to ensure seamless communication between community and Network stakeholders. The goal is engagement and dialogue to fully realize the potential of existing initiatives, services and programs, and to unite the right players around emerging issues."

- July Synnott, Learning Communities Consultant



Front row: Marie-Ève Castonguay and July Synnott.

Back row: Isabella Roussel, Chantal Bernard, Nathalie Cormier, and Stéphane Godin, coordinators of the learning communities approach.

HEALTH CARE WORKERS AND VOLUNTEERS, THE DRIVING FORCE BEHIND THE NETWORK

New clothing bank for patients

Volunteer Services of the Restigouche Zone have set up a clothing bank for patients at the Campbellton Regional Hospital. This initiative responds to a growing need among patients who have little or nothing to wear when they are discharged from the hospital.

Thanks to the generosity of staff, businesses and community members, we received over \$1,700 in cash and various items of clothing.

Congratulations to the whole team for this great initiative!



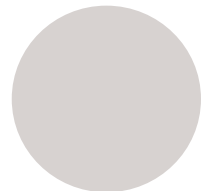
Celebrating the 20th anniversary of New Brunswick Cochlear Implant Follow-up Services

The New Brunswick Cochlear Implant Follow-up Services Program celebrated its 20th anniversary last February.

This celebration provided a terrific opportunity to acknowledge the outstanding contribution of the team at the Chaleur Regional Hospital.

A cochlear implant is an electronic device that allows people with severe hearing loss to access sound more effectively. The team offers the following services:

- assessment of people who wish to receive a cochlear implant
- activation, programming, maintenance and troubleshooting of implant
- hearing rehabilitation for people with an implant
- routine follow-up for people with an implant
- coordination of care with cochlear implant centres outside the province



Black History Month

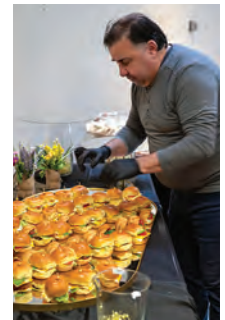
Every February, we celebrate the rich heritage, achievements and leadership of the Black and Afro-descendant communities.

This year, the theme was "Black Legacy and Leadership: Celebrating Canadian History and Uplifting Future Generations". This theme focuses on the important contributions of Black and Afro-descendant people, who are a major source of inspiration for our leaders of today and tomorrow.

Black History Month was celebrated through various activities, such as the inaugural Cultural Diversity Evening organized by the Cultural Fusion Committee at the Dr. Georges-L.-Dumont University Hospital Centre, and the broadcast of a podcast featuring Jean Codjo, an educational consultant, to help us better understand the heritage

of Black communities and their contributions to Canadian society.

As part of the "I choose Vitalité" campaign, a video highlights the contribution of Désiré Tabio, a hemodialysis assistant at the Network, originally from Senegal.



OPENNESS AND TRANSPARENCY, TO SERVE YOU BETTER

Follow our progress




See the [Performance Report](#)

- The performance report is published on the Vitalité Health Network website and updated quarterly.

For each key indicator, the report provides the following:

- Benchmark (national or international figure for the same indicators)
- The Network's target for the current quarter
- Results for the current quarter
- Trend over recent quarters

The colour code shows progress made:

-  Green – exceeds target
-  Yellow – meets target (+/- 5%)
-  Red – below target

The items measured are chosen based on the improvements to be made. It is normal to see yellow and red, which highlight the gap between current performance and desired performance.



[Vitalité performance indicators](#)
([vitalitenb.ca](#))

Participate in the public meeting of the Board of Directors

Join us, online or in person, at the Board of Directors' public meeting on Tuesday, April 29, 2025, at 1:30 p.m., at Hyatt Place, 1000 Main Street, Moncton.

At the end of the meeting, Dr. France Desrosiers, President and CEO of Vitalité Health Network, and Mr. Thomas Soucy, Chairman of the Board, will answer questions from the public about the quarterly report, the public meeting of the Board and other Network initiatives.



The hyperlink to participate in the virtual meeting will be posted on social media and on the Vitalité Health Network website, under the [Board of Directors tab](#) and the [Meetings sub-tab](#).



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