

# TURNING CHALLENGES INTO OPPORTUNITIES



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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 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



# TURNING CHALLENGES INTO OPPORTUNITIES



## Message from the President and CEO

I'm proud to present this quarterly report, which reflects our unwavering commitment to the health and wellness of our communities.

This quarter was marked by significant progress in several key areas: improving access to primary health care, enhancing the patient experience, mobilizing our staff and building closer ties with our communities. This progress is the fruit of collaborative work, active listening and a constant desire to innovate.

Here are some highlights:

- An additional **31,774 patients** have been taken on, thanks to the local family health team model.
- **15 new physicians** have been recruited since January 1, 2025, bringing the total number of new hires since the start of 2024 to 60.

- Our teams have developed innovative solutions that have improved hospital performance.
- After years of community effort, Public Health in Vitalité Health Network's Northwest Zone has earned the Baby-Friendly Initiative designation.

We also took the opportunity to shine a light on the inspiring stories of our staff, celebrating the human spirit and vibrant energy that define our Network. These stories, like the community initiatives in Lamèque, Restigouche, Bathurst and Edmundston, reinforce our belief that health is a shared responsibility.

To all those who help make the Network a driver of positive change, I extend my thanks. Together, we're building a more compassionate, equitable and resilient health care system.

Happy reading!

Dr. France Desrosiers  
President and CEO



## Message from the Chairman of the Board of Directors

Dear Community Members and Partners,

On behalf of the Board of Directors of Vitalité Health Network, I would like to commend the progress outlined in this quarterly report. This document reflects not only the sustained efforts of our teams, but also our organization's deep commitment to the health and well-being of the populations we serve.

Improving access to primary health care and patient flow is reflected in concrete projects carried out by teams in the field. The data presented in this report speak for themselves: continued growth in medical recruitment, concrete initiatives in mental health and youth prevention, and renewed community involvement.

We were touched by the stories of our employees and the journeys of our rising stars featured in this report, which illustrate the commitment and professionalism of Vitalité's staff. The 50th anniversary of the Dr. Georges-L.-Dumont University Hospital Centre Volunteers' Association, celebrated this quarter, reminds us of the importance of volunteering in our collective mission.

Our warmest thanks go to our management, staff, volunteers and partners for their dedication. Together, we're building a resilient, inclusive and forward-looking health network.

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



Providing leadership support  
for managers

## IMPROVEMENT INITIATIVES AND PROJECTS



### Patient experience

Improving patient flow and hospital performance, as well as 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.

### Local family health teams helping to improve access to health care

The quarter saw continued progress in setting up local family health teams, a key pillar in the transformation of primary health care.

This innovative model enables individuals to be cared for by a team rather than a single provider, promoting collaboration, task delegation and quicker access times.

**As of May, the Network had 26 active teams, comprising 129 doctors, 29 nurse practitioners and 92 other health care professionals.**

A new team was created in the Tracadie and Hautes-Terres region, and work continued on the formation of five new teams in the Bathurst, Campbellton, Dalhousie and Richibucto areas.

Thanks to the development of this collaborative model, an additional 31,774 patients have been taken on. A total of 161,095 patients are now connected with a local family health team.

The Network has set itself two ambitious access targets:

- Provide routine appointments within five days for non-urgent consultations;
- Provide rapid care for minor emergencies with appointments in less than 48 hours.

So far, 19 out of 26 teams are able to provide appointments within 48 hours for minor emergencies. The average wait time for non-urgent appointments fell from 17 days to 10.9 days.

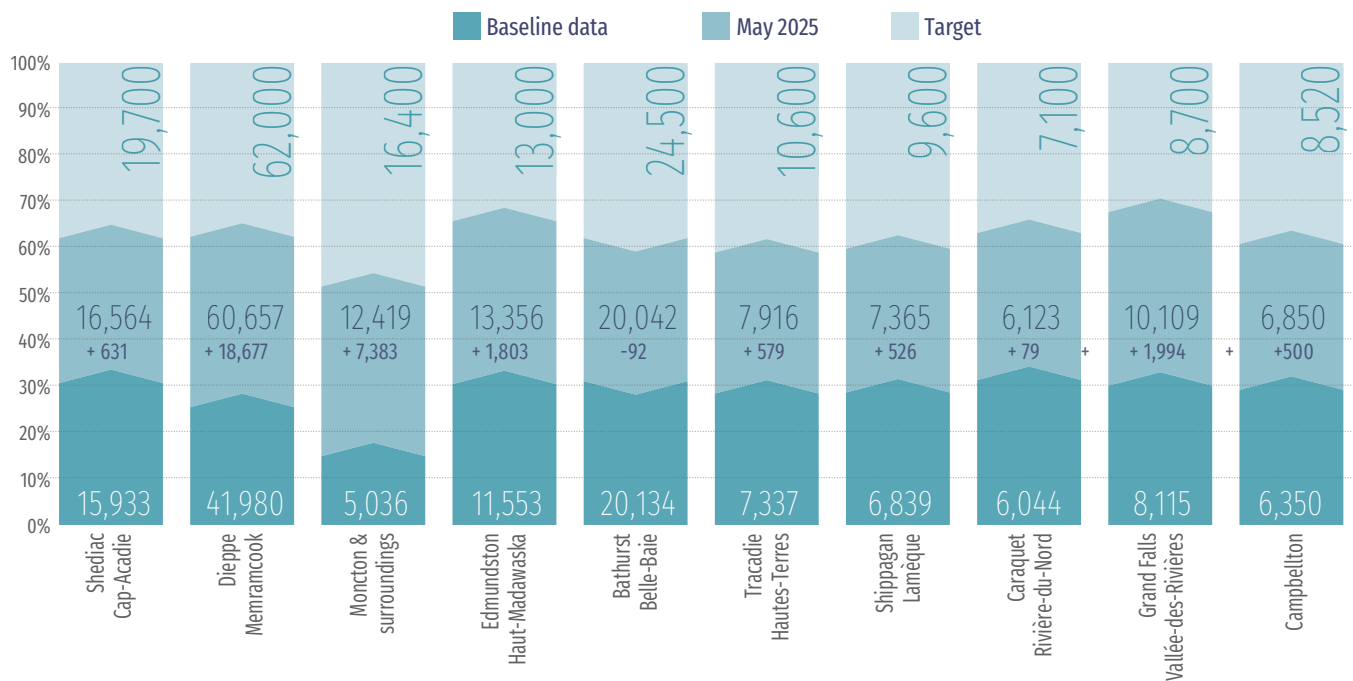
Next steps:

- Continue to integrate collaborative practices and optimize professional roles
- Support integration of electronic medical records
- Add new professionals within teams
- Integrate public health and mental health services into the model

By 2029, the goal is for 100% of patients in the territory to be connected with a primary care team or provider and for collaborative teamwork to become the norm across the primary health care system.



## NUMBER OF PATIENTS CARED FOR BY ACTIVE TEAMS



## Patient flow: TRACR project

Vitalité Health Network has developed a customized technological tool, called TRACR, to optimize bed management and improve the efficiency of patient flow in its facilities.

A pilot project involving the surgical unit, emergency department and hospital activities team has been launched at the Dr. Georges-L.-Dumont University Hospital Centre, with promising results. The application enables real-time, non-clinical monitoring of the patient's condition, anticipated length of stay, discharge criteria and care plan. Thanks to a visual representation of the unit, teams have access to an instant overview of bed occupancy, which facilitates planning and decision making.

The TRACR tool improves communication between teams thanks to instant information sharing and a notification system, which contributes to better coordination of care and improved flow between the stages of the hospital journey. This tool is also connected to the command centre, providing a strategic overview of the bed status in the facility and allowing bottlenecks to be identified quickly.

The project has already demonstrated considerable time savings for clinical teams. Its deployment will continue progressively in the hospital's other units.

## KEY RESULT

## IMPROVED PATIENT FLOW

Reduction in regional hospital occupancy rates from over  
**100% to 95%**



## Improving the registration process – Dr. Georges-L.-Dumont UHC

Significant progress has been made to improve patient registration at the outpatient clinics of the Dr. Georges-L.-Dumont University Hospital Centre. In 2024, patients waited an average of 16.7 minutes to register, with morning peaks of over an hour.

An in-depth analysis identified bottlenecks and unnecessary steps that were slowing down the process.

### KEY RESULT



Following this finding, several measures were implemented:

- Addition of a registration assistant to welcome, guide and redirect patients
- Optimized patient distribution between the two waiting rooms
- Improved signage to simplify navigation
- Implement new communication tools to better coordinate teams

These adjustments had an immediate impact: since the beginning of 2025, the average registration time has fallen below five minutes. Morning backlogs have eliminated, and the patient experience has improved significantly.

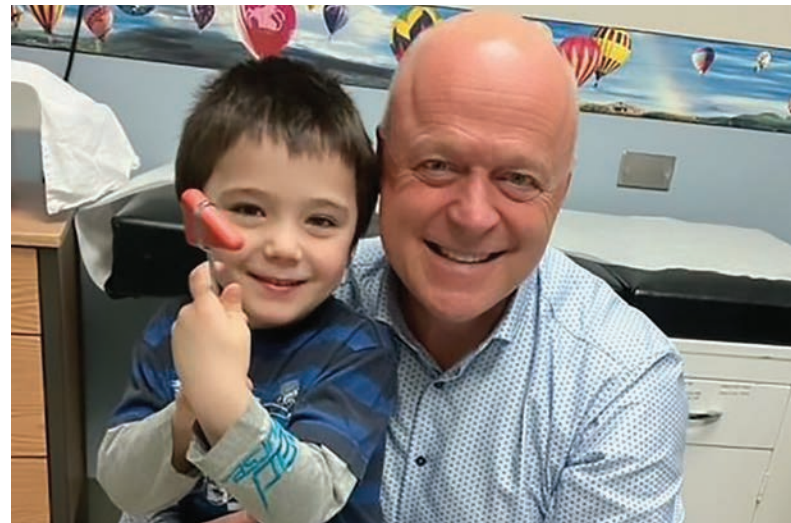
## Improved access to pediatric neurology in the Northwest

Vitalité Health Network has improved its specialized care for children in the Northwest region by adding a pediatric neurology consultation service at the Edmundston Regional Hospital.

Provided by Dr. Michel Sylvain, pediatric neurologist at the Dr. Georges-L.-Dumont University Hospital Centre, this new service meets a major need in the region. Until recently, families had to travel to Moncton or out of province to obtain this type of medical care. Thanks to this new clinic, children can now be assessed and monitored in Edmundston, considerably reducing travel and making it easier for often vulnerable patients to access care.

This service is for children with neurological disorders such as epilepsy, migraines, developmental delays, Tourette's syndrome, autism spectrum disorders, cerebral palsy or muscular diseases. Consultations are offered one day every

two months, with the possibility of increasing the frequency depending on demand.



## Strengthening support for First Nations patients

Vitalité Health Network has hired two new Indigenous clinical patient navigators, one in the Campbellton area, the other in Kent County.

These professionals act as a point of contact and resource for Indigenous patients and their families, health care providers and, where appropriate, community members. Their role is to make it easier to navigate the health care system and to support discharge planning while ensuring that the care provided is culturally appropriate.

Using the Two-Eyed Seeing approach, they integrate traditional Indigenous knowledge with modern medical practices and collaborate with community resources to ensure continuity of care. Their presence helps to improve the experience of Indigenous patients and raise the awareness of hospital staff about their realities.

## Baby-Friendly Initiative designation - Northwest Zone

Public Health in Vitalité Health Network's Northwest Zone has earned the Baby-Friendly Initiative (BFI) designation, an international recognition awarded by the Breastfeeding Committee for Canada. This is a first for the Network, made possible thanks to sustained collective work with numerous community partners.

This designation reflects an exceptional commitment to promoting, protecting and supporting breastfeeding, notably through the adoption of best practices such as skin-to-skin contact from birth, personalized prenatal and postnatal education on infant feeding, and the exclusion of all promotion of commercial breast milk substitutes.



## Optimizing blood collection

As part of the Choosing Wisely initiative, a project to optimize the use of blood collection tubes was launched in the summer of 2024.

A review of practices made it possible to group several analyses into a single tube and to use smaller-volume tubes, thereby reducing the amount of blood drawn without compromising the quality of the results. This approach also helps reduce medical waste, especially single-use plastic.

The project has begun in the Northwest Zone and Restigouche Zone, with Network-wide deployment scheduled for the end of 2025.

### KEY RESULT

REDUCTION  
OF OVER



**500** LITRES OF BLOOD  
DRAWN PER YEAR

## Patient experience surveys

The Network began rolling out Lime Health, a modern digital platform designed to automate the collection of patient experience surveys, increase response rates and guide continuous care improvement. This solution now makes it possible for patients to complete the questionnaire using their cell phone.

The platform will soon be integrated with the clinical information system, making it possible to send automated surveys to patients by email or text message. This modernization will support the Network's efforts to put the patient voice at the heart of decision making and improve the care experience in a collaborative way.

*“Being outside of the hospital, I felt more like a client who had come here for a service. The team helped me gain confidence and take control.”*

**Gisèle Savoie** is one of the first patients of the Healthy Aging Clinic in Dieppe, a new outpatient clinic dedicated to serving the needs of seniors.





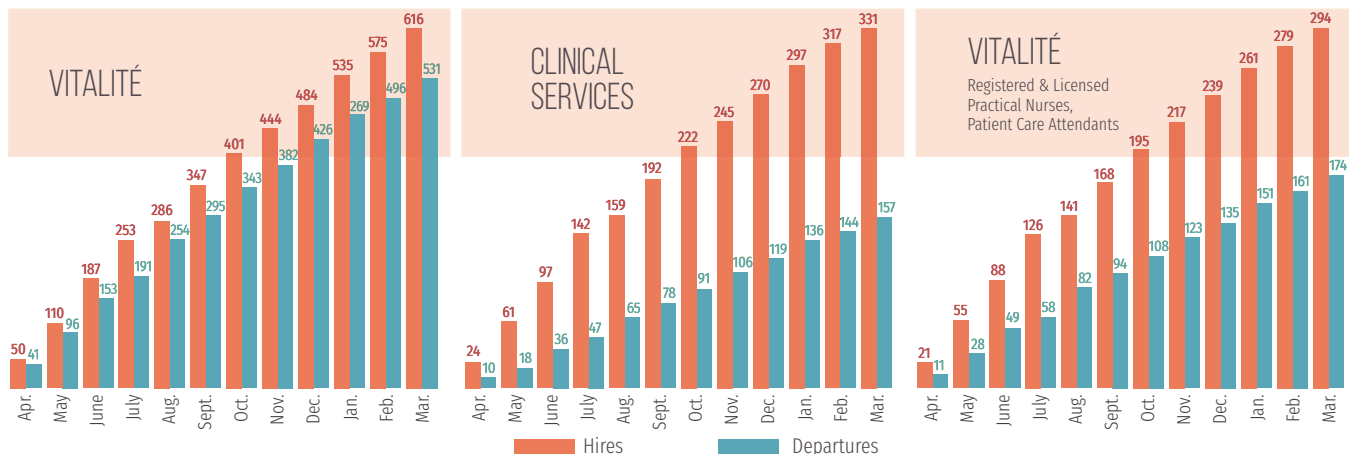
## Employee experience

In addition to recruitment initiatives, retention initiatives have also been 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.

KEY RESULTS January 1 to March 31, 2025	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	100	145	36	75
Licensed practical nurses	54			40
Patient care attendants	18			45
<b>TOTAL</b>	<b>172</b>	<b>145</b>	<b>36</b>	<b>160</b>

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

## Number of hires and departures at the Network



## Physician recruitment

In 2024, 45 physicians joined the Network, while 15 left. Since January 1, 2025, 15 doctors have been recruited, compared with 7 departures.

(Data as of May 23, 2025)

	2024	Since January 1, 2025
Cumulative physician hires	45	15
Cumulative physician departures	15	7



## Interdisciplinary occupational health team

The interdisciplinary occupational health team recently added a second occupational health physician, a psychologist and a team of ergonomics advisors to its ranks, making it possible to provide better support for employees facing health issues.

The department's doctors were able to provide care to over 250 employees, while also assuming their role within the employee health offices.

## Health care worker appreciation weeks

In recent months, two health care worker appreciation weeks have been organized in the Beauséjour Zone and Restigouche Zone. This initiative is new to Vitalité Health Network, as these events are now held in each zone, rather than just once a year across the Network. This new approach means that

activities can be better tailored to local realities and staff contributions to the Network's purpose can be highlighted in a more personal way. One of the highlights of the year was a recognition dinner organized in each zone to pay tribute to all our staff and highlight their years of service.

## Leadership support for managers

Following the focus groups and analysis of findings completed in February and March, the Network is continuing its efforts to develop a strategy and plan to support managers in their leadership development. A call for expressions of interest was issued to invite managers to participate in working sessions. These meetings provided an opportunity to build on the findings of the focus groups, examine best practices

in leadership skills development, and identify strategic priorities. A total of 39 managers expressed an interest in participating. The working sessions took place on June 10, 16 and 19, and their content is currently being used to develop a strategy and action plan, scheduled for implementation in fall 2025.

*“ I chose Vitalité because it offers the chance to work in an environment with very friendly people, along with an opportunity for professional development and career advancement. Being part of the Vitalité Health Network team provides a sense of security. The Network is an employer that plays a vital role in the health care sector which is indispensable to our communities. ”*

**- Janick Cyr**  
Executive Secretary, Northwest Zone





## Building closer ties with communities

Optimizing the health care system depends on the commitment of all stakeholders, including health partners 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

Over the past few months, the Community Health Needs Assessment (CHNA) team has been busy drafting reports, scheduled for publication in the fall of 2025. These reports will paint a picture of priority health needs for the communities of Bathurst, Belle-Baie and surrounding areas, as well as Edmundston and surrounding areas.

In addition, a new assessment cycle will begin in the summer of 2025. It will be based on a renewed approach aimed at better highlighting community assets. This approach will also aim to improve coordination with the territories served by the Regional Service Commissions located in the regions covered by Vitalité Health Network.

### Health focus days

The Network also had the opportunity to participate in focus days with the communities of Lamèque and Restigouche. These meetings brought together stakeholders committed to and concerned about local health issues, while identifying coordinated future actions to address specific needs and foster a collaborative approach.



“As a municipality, we are delighted to have had the opportunity to talk with representatives from Vitalité Health Network. Dr. Desrosiers' presence gave us a better understanding of the Network's vision of primary health care. This discussion also helped us identify concrete actions to be implemented collaboratively, which strengthens the ties between Vitalité and our community.”

**Bernard Savoie**, Mayor, Municipality of Île-de-Lamèque

### Planet Youth Chaleur



**ROXANE PELLETIER**  
Family Doctor  
Vitalité Health Network

The Planet Youth Chaleur program was launched in May 2025, with over 165 community members in attendance. This guidance program is inspired by the Icelandic community prevention model, recognized for its effectiveness in reducing substance use among young people. Already implemented in the Acadian Peninsula and the Kent region, this model is now being rolled out in the Chaleur region.

## Meeting with the Kent RSC

A meeting was held with the Kent Regional Service Commission's health committee. The meeting, which took place on May 23, 2025, was part of the ongoing efforts that led to the development of the master plan for the Stella-Maris-de-Kent Hospital. The aim was to discuss the community's current and future needs in terms of health services. The discussions were insightful and constructive. The heads of clinical services were able to present an overview of the current situation, as well as some of the initiatives underway to bring health services closer to communities. Discussions focused on services provided both within the hospital and in the community, including nephrology, oncology, primary health care, mental health and addiction services. Committee

members expressed their appreciation for the quality of the information they received, saying they felt better equipped to think about the future of health care in their region.



## Departure of the Religious Hospitallers of Saint-Joseph de Tracadie

Vitalité Health Network acknowledges the departure of the Religious Hospitallers of Saint-Joseph de Tracadie and thanks them for their outstanding contribution to French-language health care in New Brunswick. Arriving in 1868, they played a key role in the fight against leprosy, the founding of the first French-speaking hospital in the Maritimes and the training

of French-speaking nurses. Their commitment has shaped a lasting legacy. A community celebration attended by Dr. France Desrosiers was held on May 11. The nuns received the Horace Viau Award for their outstanding contribution to the community.

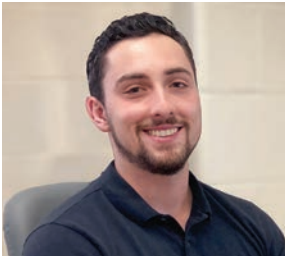




# HEALTH CARE WORKERS AND VOLUNTEERS, THE DRIVING FORCE BEHIND THE NETWORK

## Our rising stars: five emerging leaders making Vitalité Health Network proud

Vitalité Health Network is proud to highlight the commitment and professionalism of five young staff members who have demonstrated outstanding leadership and dedication.



### **Pierre-Hugo Drapeau: Young leader in infrastructure management**

At just 23 years of age, Pierre-Hugo Drapeau has been entrusted with the supervision of a five-storey hospital centre with some 20 departments. Despite his young age, he has established himself as a trusted manager, capable of leading with diligence and efficiency. He ensures preventive maintenance, coordinates renovation projects and responds swiftly to emergency situations. For Pierre-Hugo, the motivation lies in the tangible impact his work has on the safety, comfort and smooth running of the facility.



### **Meaghan Sawyer: A strategic vision for medical planning**

Responsible for medical staff planning for over two years, Meaghan Sawyer excels at fostering collaboration and driving innovation. In 2024, she played a key role in the development and implementation of an innovative planning tool designed to standardize processes and better anticipate organizational needs. This major project received national recognition at the North American Conference on Integrated Care in Calgary. Her work ensures that the people of New Brunswick have access to continuous, high-quality medical services.



### **Ryan Caissie: A pillar of child psychiatry**

Ryan Caissie is a natural leader in the sensitive field of child psychiatry. A former bedside nurse, he has been working as a resource nurse for over a year and is recognized for his diligence, compassionate approach and team spirit. His commitment to best practices and his constant desire to learn inspire his colleagues and help create a safe environment conducive to the well-being and personal growth of young patients.



### **Maude Robichaud: Nursing excellence in intermediate care**

For the past three years, Maude Robichaud has been working in the Intermediate Care Unit with passion and professionalism. She is recognized for her clinical expertise, her curiosity about intensive care and her leadership among her peers. Working in a multidisciplinary environment, she has expanded her knowledge of cardiology, surgery and nephrology. She emphasizes the importance of teamwork in the quality of care provided to patients in critical situations.



### **Bianca Tardif: Passion and leadership in coronary care**

Upon graduation from university, Bianca chose to make a difference in the lives of others by joining the Intensive Care team, where she stands out for her pride in working in this demanding profession. Recognized as a natural leader by her peers, Bianca plays a key role in supporting new generations of nurses. She is involved in the preceptorship of new graduates and the clinical training of internationally educated nurses, showing a strong spirit of support and collaboration.



## 50 years of volunteer work at the Dr. Georges-L.-Dumont University Hospital Centre

On May 14, over 30 people gathered to celebrate the 50th anniversary of the Volunteers' Association of the Dr. Georges-L.-Dumont University Hospital Centre. On this occasion, a mural honouring the volunteers at the facility was unveiled. The mural was installed at the Hôtel-Dieu Pavilion, the birthplace of the Volunteers' Association.

Since the Association's modest beginnings, the number of volunteers has grown steadily, so much so that today, over 300 volunteers continue to walk the halls of the Dr. Georges-L.-Dumont UHC to welcome, accompany, provide support and visit patients and their families.

Vitalité Health Network thanks all volunteers who contribute to the health of our communities, today and tomorrow.



## Centre for Hope and Harmony: A model of hope rooted in recovery

In recognition of National Indigenous History Month, Vitalité Health Network highlights the importance of working alongside the First Nations who are part of our communities.

For example, the Centre for Hope and Harmony, which offers a concurrent disorders treatment program and a detoxification program, was guided by extensive consultation with local communities, including the First Nations of Eel River Bar and Listuguj. This collaboration has made it possible to integrate

the Two-Eyed Seeing approach (Etuaptmunk), valuing Indigenous and Western knowledge in equal measure. A smoke purification room and a sweat lodge stand as symbols of this recognition.

Known for its person-centred approach, this innovative centre merges clinical expertise, a caring environment and respect for cultural diversity.



# 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](#))

Take part in the Board of Directors' public meeting and annual general meeting

**Join us, online or in person, at the Board of Directors' public meeting on Tuesday, June 24, 2025, at 1:30 p.m., at the Quality Hotel & Conference Centre, 157 Water St., Campbellton.**

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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