

ANNUAL REPORT 2015-16



North Shore
Division of Family Practice

A GPSC initiative

Vision

Optimize the health of the North Shore population

Mission

Promote the centrality of primary care

Develop and support excellent primary care

Improve the well-being of family physicians

Strategic objectives

Improve collaboration and integration between family physicians and other health care providers

Build a strong family physician community on the North Shore

Enhance the voice and influence of family physicians

Improve the organization's structures and functions



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Report from the Chair



Dr. Christine Florakas

The North Shore Division of Family Practice is now into its 6th year of operation. We have journeyed through the early years of getting established and have been very busy in the organizational life cycle of growth. The Division has had a remarkable year, during which the number of

projects we are working on swelled to 23, and our membership grew to 205 members. Our staff team expanded accordingly, and in May 2015 we moved into our own office space—a game changer for the face of the organization. Over the year we signed several funding agreements, and are now working with our largest budget since inception.

The work of the Division and its highlights of the past year are presented below under the headings of Purpose, People, Partnerships, Projects, Passion, and Pride.

Purpose

The purpose of the provincial Divisions of Family Practice initiative is quite clear. We work collaboratively with our members, local stakeholders, and healthcare partners to enhance local patient care, improve professional satisfaction for physicians, and improve the health care system by promoting and enhancing primary care in our region. The North Shore Division stays focused on this purpose, and our vision is focused on optimizing the health of the North Shore population. In the fall of 2015, the board of directors revised a strategic plan which is well aligned with the above purpose.

People

The people of the North Shore Division are an incredible bunch. The membership is currently the largest it has ever been, and represents most family doctors and residents on the North Shore. It is our members who provide the physician leadership and innovative spirit needed to advance our initiatives. The organization

greatly appreciates the involvement of our members in working groups, as strategic leads, as Board members, and as participants at events. Members also participate in focus groups, respond to surveys, and, as clinicians, provide excellent care in the community. Within the A GP for Me initiative alone, we had 42% of the membership engaged in projects and working groups—a very impressive contribution of physician time and commitment

Our achievements are also highly dependent on our team of staff. We are very fortunate to have a dedicated and skilled group of committed staff members working alongside our physicians to lead and oversee the success of our many initiatives. Over the year our staff members Claudia Frowein, Abigail Cameron, and Claire Doherty welcomed Greg Dines to the executive director role and Jennifer Welch to the administrative coordinator role, and congratulated Chisato Ito on her transition to a project lead role. I want to express a huge thank you to the membership and staff. I am extremely grateful for your engagement and hard work, all of which helped to make my job a pleasure over this last year. I am also very thankful for the highly talented group of consultants that assisted us over the year: Barb Fiddler for her data collection with Pathways, Dewey Evans for his wealth of knowledge in evaluation and quality improvement, Gordon Holley for his help with our financial policy manual and governance expertise, Ben Capp as auditor, Michael Blatchford as legal advisor on the bylaw updates, Sherry Chin-Shue for her assistance with our HR policies, and last by not least, Joanne Wall, our accountant extraordinaire. It does take a small village to help move the dial on primary care reform and to build a solid organization in which to do it, and I consider myself lucky to have worked with such a wonderful group of individuals over the year.

Partnerships

In order to make health care system change possible we require the help of partners and stakeholders. Here on the North Shore we cherish the rich relationships that we have fostered over the years with Vancouver Coastal Health Authority (Mike Nader and his team), General Practice Services Committee (GPSC), Doctors of BC,

Practice Support Program (PSP), Shared Care, other Divisions, Lions Gate Hospital, and our specialist colleagues. We also appreciate the support of the Provincial Divisions Office and we are grateful for the wise advice and guidance from Afsaneh Moradi as our physician engagement lead.

Projects

As you read through the annual report, you will become familiar with the many initiatives and programs that the North Shore Division has been working on. I will highlight a few key results from the year. A GP for Me projects were in full force. GP Link became active, enabling physicians to refer patients who are looking for a family physician to a local phone number where the Division helps connect them to physicians who are accepting new patients. Seniors care became a focus as the Division trialed two different models of team-based care for the frail elderly in the community. The HealthConnection Clinic, which has been piloted over several years, will now be in permanent operation. The Residential Care Proposal was drafted and approved by GPSC for implementation. A Shared Care GP/Gastroenterology initiative is in its early stages. The Pathways initiative was given the go-ahead, and in June the much-anticipated referral tool was presented to the membership. This Dine and Learn event was the largest attended event in the North Shore Division's history! The Practice Support Working Group kicked off in September 2015 with the first cohort, and they are now working with a third cohort on building efficiencies for complex care management, including work flow, wait times, and optimization of billing. Many of our projects are great examples of collaborative teamwork with our partners as we work towards shared successes. Our experiences together have provided some of the foundational elements and building blocks that will prepare the Division for the province-wide shift to the patient medical home and primary care home models of care.

Passion

Leading health care change can be time consuming, difficult, and at times quite frustrating. The enjoyment that I receive in working in such an environment is

being surrounded by people with passion for getting the job done. For many of the physicians involved, it is work that gets done off the side of our desks, with meetings occurring in the evenings, or during our 'free time'. Consequently, our staff support us in the evenings and early mornings, and dedicate many hours beyond the traditional 9 to 5 work week. Collectively, there is a lot of heart that goes into this organization, which creates a great culture of respect, collegiality, and drive. I feel it is important to recognize this great quality in the North Shore Division.

Pride

The North Shore Division has been working hard at making improvements to the system and there is a lot of pride in what has been accomplished in a few short years. Further to the project-specific patient care benefits, we are building a strong GP community who are actively engaged in purposeful projects, whose voice is building and becoming one of influence. The organization is evolving and the development of internal structures and infrastructure is strong. I have no doubt that the North Shore Division is well positioned to drive local health care improvements in the future because of the above, but also because of the passion of our membership, staff, and partners in helping deliver on the purpose of our organization.

A final word of thanks to my fellow members of the board of directors: Ruth Campling, Bryan Norton, Dean Brown, Juanita Anderson, Annette McCall, Isabelle Hughan, and Mark Hudon, all of whom I have been proud to work with.

It's been an honor and a privilege to chair the North Shore Division over the last year and be a part of its growth. Transformative change is slow and challenging, but we can be confident that family medicine has gained its voice and is influencing the system in a way that is improving both the patient and physician experience within the health care system on the North Shore. Thank you all for your hard work and contributions.

Respectfully,
Christine Florakas, MD, CCFP
Past Chair, North Shore Division of Family Practice

Patient Focused Initiatives:

Improve collaboration and integration between family physicians and other health care providers

GP Link

Aim

Help unattached patients find a GP by providing information on GPs accepting new patients.

Accomplishments

Launched a telephone-based referral system.

September – May reporting period:

- GP Link provided 282 patients with a list of GPs accepting new patients.
- 91% of 181 patient survey respondents were successfully linked to a GP.
- 46 GPs participated in GP Link.

Physician Chair

Dr. Dean Brown

Frail Elderly Patients

Aim

Enhance primary care for frail elderly patients on the North Shore with support from a multi-disciplinary team.

Accomplishments

Planning in collaboration with Vancouver Coastal Health, created prototypes of team-based care for home-based frail elderly patients.

Two prototype sites implemented in spring 2016.

Tried a three-month project called “GP in the Emergency Department” at Lions Gate Hospital; pilot put on hold as it did not demonstrate anticipated outcomes.

Physician Chair

Dr. Annette McCall

Residential Care

Aims

Ensure each resident in every North Shore residential care facility has a dedicated GP as most responsible physician based on five best practice requirements, and to develop a program that attracts more physicians to residential care.

Accomplishments

In partnership with Vancouver Coastal Health, developed local criteria and processes to support the five best practices.

Drafted a Memorandum of Understanding with Vancouver Coastal Health and received funding for physician incentive fees and quality improvement activities.

Implementation began in spring 2016.

Physician Chair

Dr. Bryan Norton



Mental Health and Substance Use

Aim

Build the capacity of family physicians to care for patients with mental health and substance use (MHSU) issues by enhancing the collaboration between Vancouver Coastal Health and general practitioners.

Accomplishments

74 GPs participated in the Practice Support Program's Adult Mental Health and/or Child and Youth Mental Health module.

Hosted three education sessions: Medical Consequences of Psychiatric Medication, Addictions Services and Resources, and Adult Attention Deficit Hyperactivity Disorder.

89% of education session attendees reported increased confidence in their ability to care for patients with substance misuse or mental health conditions.

Continue to enhance and strengthen relationships with Vancouver Coastal Health Mental Health services.

Physician Chair

Dr. Geneviève Lauzon

Child and Youth Mental Health and Substance Use

Aims

Increase the number of children, youth, and families receiving timely access to MHSU services and supports by:

- Creating resources of local child and youth MHSU services and supports.
- Supporting sustainable models of collaborative care.
- Promoting education and practices to address and enhance culturally safe and competent care.

Accomplishments

Established a Local Action Team (LAT), involving family physicians, psychiatrists, a pediatrician, and over 15 stakeholders.

Tested and improved the North Shore Youth Services Directory (nsyouth.ca) created by the three North Shore municipalities.

Explored ways to support sustainable models of collaborative care and secured resources to offer cultural competency training opportunities to physicians.

Physician Chair

Dr. Geneviève Lauzon



High Needs Patients

Aim

Improve the health of clients with complex health and psychosocial needs, in partnership with Vancouver Coastal Health.

Accomplishments

HealthConnection Clinic (HCC) received a 2015 Quality Award in the "Living with Illness" category from the BC Patient Safety and Quality Council.

Increased GP hours and enhanced allied health support to increase clinic capacity at the HCC.

Strengthened partnerships with non-profits that serve clients with complex psychosocial needs.

Managed HealthConnection smartphone app and HealthConnectBC.ca, which provide information on North Shore community resources and health care practitioners.

Study indicates HCC decreased HCC patients' hospital admissions and average length of stay.

Physician Chair

Dr. Dean Brown

GP/Specialist Relations

Aims

Create a more efficient medical system by enhancing patient and physician experience and improving relations and communication between GPs and specialists.

Provide oversight, recommendations, and coordination across the North Shore's Shared Care projects.

Accomplishments

Welcomed new specialists to the community with a welcome package.

Engaged with specialists for referral improvement discussion – e.g. cardiology and radiology.

Assessed how family physicians prefer to manage referral processes.

Provided a forum for sharing information about Shared Care projects – i.e. GP/Hospitalist, GP/Orthopedics, GP/Psychiatry, and CYMHSU Collaborative.

Identified gastroenterology as a new priority area.

Physician Chair

Dr. Lisa Gaede



GP/Hospitalist

Aim

Improve communication and collaboration among community and acute physicians at transition points of care.

Accomplishments

Implemented a fax-based GP Confirmation Form at Lions Gate Hospital (LGH) to inform community physicians of patient admissions; evaluation was done with two units at LGH.

Initiated development of e-notification of admission and death; aiming for fall 2016 implementation.

Physician Chairs

Dr. Ruth Campling & Dr. Ed Kroll

GP/Orthopedics

Aims

Improve communication and collaboration among GPs and orthopedic surgeons.

Improve access to orthopedic consultations.

Accomplishments

Developed the Rapid Orthopedic Consultation Clinic (ROCC) and implemented a centralized referral process for patients, a referral acknowledgement process, and the Ortho Advice Line, resulting in average wait times of 18 – 24 months being reduced to 3 – 4 months.

Presented at Joint Collaborative Committee Showcase in February 2016.

Revised referral form being integrated in EMRs.

Conducting evaluation and exploring sustainability plan.

Physician Chairs

Dr. Lisa Gaede & Dr. Alan Baggoo

GP/Psychiatry

Aim

Increase patient and physician access to psychiatric consultation and support services.

Accomplishments

Provided ongoing support to the delivery of the Psychiatric Consultation Clinic (PCC).

Worked with Vancouver Coastal Health to revise the Adult Community Mental Health and Substance Use Central Intake Referral Form.

Physician Chair

Dr. Geneviève Lauzon



Physician Focused Initiatives:

Build a strong physician community on the North Shore

Information Technology (IT)

(Please note: The committee concluded in February 2016; however, the aim continues to be addressed in other Division initiatives)

Aim

Explore ways in which IT can assist family physicians in providing efficient, safe, evidence-based care for patients

Accomplishments

Collaborated with the Practice Support Program (PSP) to organize Small Group Learning Sessions (SGLS) on EMRs: OSCAR, Wolf, and Intrahealth.

Held a total of seven sessions, led by SGLS Physician Lead for each EMR.

Physician Chair

Dr. Krystine Sambor

SGLS Leads

Dr. Diane Barnett (OSCAR)

Dr. Anne Marie Thomsen (Wolf)

Dr. Amy Weber (Intrahealth)

Member Education (Dine and Learn)

Aims

Provide family physicians with opportunities to learn and dialogue about their role within the larger health care system, and the system's impact on their practices.

Allow for broader physician engagement with a view towards improving efficiencies, quality of care, and the physician and patient experience.

Accomplishments

In the 2015/16 fiscal year, held 3 events on the topics of: Immunization, Chronic Disease Management, and Rheumatology.

Held Cardiopulmonary Resuscitation–Health Care Provider (CPR–HCP) recertification classes.

Sponsored members to attend the Vancouver Division's mindfulness workshop.

Achieved an average turnout of 43 family physicians per event.

Enhanced relationships between GPs, specialists, and Vancouver Coastal Health.

Physician Chair

Dr. Lisa Gaede

Member Social (Supporting Ourselves)

Aims

Support family physicians working on the North Shore.

Facilitate collegiality among North Shore family physicians through networking opportunities.

Accomplishments

Organized an annual holiday party in December 2015.

Physician Chair

Dr. Juanita Anderson

Practice Support

Aims

Implement the Complex Care Management Project (CCMP) in partnership with VCH's Practice Support Program, to assist GPs in providing care to complex patients.

Provide in-practice coaching and peer mentoring to enhance complex care registries in GPs' electronic medical records, thereby assisting with patient recalls and billing.

Accomplishments

Supported 17 CCMP participants and recruited an additional 20 participants for spring 2016.

By supporting 17 CCMP participants:

- Improved care for 2,555 complex patients.
- Increased attachment continuity by 27%.
- Increased EMR data quality, including use of problem lists and disease registries, by 9%.
- Enabled potential 16% increase in income from complex care and chronic disease management fees.

Physicians appreciated the support and patients appreciated the proactive care they received.

Built local practice support capacity by engaging physicians and medical office assistants as peer mentors.

Physician Chair

Dr. Joanne Larsen

Recruitment and Retention

Aim

Help ensure that the quantity of family physicians practicing on the North Shore matches the needs of the population.

Accomplishments

Promoted the North Shore at conferences for residents and recent graduates.

Developed physician orientation resources.

Since January 2015, the North Shore Division of Family Practice gained 51 new members; at least 20 were new to practicing on the North Shore, and many were actively supported by the Division.

In several practices, supported the transfer of patients from a retiring physician to a new physician.

Physician Chair

Dr. Isabelle Hughan



Pathways



Aims

Provide accurate referral resources, thus facilitating optimal and efficient specialist and clinic referral decisions.

Provide up-to-date, evidence-based Physician and Patient Resources.

Act as a communication tool.

Be a repository for relevant Shared Care and Division clinical work.

Accomplishments

Surveyed 112 specialists on the North Shore.

10 specialty groups have completed all or most surveys.

Physician Chair

Dr. Lisa Gaede



Communications and Engagement:

Enhance the voice and influence of family physicians

Communications

Aim

Guide and implement the North Shore Division's Communications Plan and other communications activities in order to enhance the voice and influence of family physicians of the North Shore.

Accomplishments

Developed the North Shore Division's Communications Plan and newsletter guidelines.

Started monthly distribution of two e-newsletters: The Bulletin and Clinical Notes.

Refreshed the North Shore Division's website with a new look and improved its user friendliness.

Physician Chair

Dr. Dean Brown



Collaborative Services Committees

The North Shore Division, Vancouver Coastal Health (VCH), Doctors of BC, GPSC and Ministry of Health together comprise the North Shore Collaborative Services Committee (CSC), the main forum for addressing system issues and influencing primary care. In addition, all divisions in the VCH region have representatives who meet bi-monthly with VCH leaders to address regional health issues at the Interdivisional CSC.

Accountability & Evaluation

The Board's initiatives and projects aim to achieve the Division's strategic objectives on behalf of the membership. In doing so, it promotes a climate of accountability, learning, and continuous quality improvement. Projects and initiatives approved by the Board are evaluated using the Triple Aim (Improve the health of a population, and the providers' and patients' experience of care, while lowering the per capita cost of care). Evaluation results and interim performance reports are provided to the Board, GPSC, Shared Care Committee and other Division funders.

Statement of Operations

Year Ended March 31

	2016	2015
Revenues		
Government funding	\$ 1,452,539	\$ 1,016,861
GST rebate	9,003	13,742
Interest	12,215	12,531
Other	25,805	16,638
	1,499,562	1,059,772
Expenditures		
Administration (schedule)	140,725	85,407
Administration personnel	237,797	183,848
Clinical programs (schedule)	349,670	172,011
Evaluation activities	1,416	0
Events	61,298	70,688
Marketing and communication	4,330	2,737
Meetings	12,544	13,378
Physicians	336,561	296,333
Program personnel	332,866	209,097
	1,477,207	1,033,499
Excess of Revenues over Expenditures for Year	\$ 22,355	\$ 26,273

Statement of Changes in Net Assets

Year Ended March 31

	Unrestricted	Invested in Capital Assets	2016	2015
Balance, Beginning of Year	\$ 75,508	\$ 5,652	\$ 81,160	\$ 57,309
Excess of Revenues over Expenditures	22,355	0	22,355	26,273
Amortization of Capital Assets	0	(1,866)	(1,866)	(2,422)
Additions of Capital Assets	(1,137)	1,137	0	0
Balance, End of Year	\$ 96,726	\$ 4,923	\$ 101,649	\$ 81,160

Statement of Financial Position

March 31

	2016	2015
ASSETS		
Current		
Cash	\$ 942,216	\$ 1,203,038
Amounts receivable	9,903	156,935
Prepaid expenses	9,838	6,930
	961,957	1,366,903
Capital assets	4,923	5,652
	\$ 966,880	\$ 1,372,555
LIABILITIES		
Current		
Accounts payable and accrued liabilities	\$ 101,171	\$ 111,955
Wages payable	27,075	8,073
Due to Doctors of BC	10,473	0
Deferred revenue (note 8)	726,512	1,171,367
	865,231	1,291,395
NET ASSETS		
Unrestricted	96,726	75,508
Invested in capital assets	4,923	5,652
	101,649	81,160
	\$ 966,880	\$ 1,372,555



Left to right: Drs. Christine Florakas, Bryan Norton, Ruth Campling, Annette McCall, Juanita Anderson, Marck Hudon, Dean Brown, and Isabelle Hughan.

Board of Directors (above)

Dr. Christine Florakas, Chair

(before October 2015: Dr. Lisa Gaede)

Dr. Ruth Campling, Vice Chair/Secretary

(before October 2015: Dr. Amy Weber)

Dr. Dean Brown, Past Chair

Dr. Bryan Norton, Treasurer

(before October 2015: Dr. Christine Florakas)

Dr. Annette McCall

Dr. Isabelle Hughan

Dr. Juanita Anderson

Dr. Marck Hudon

Team

Greg Dines – Executive Director

(before December 2015: Jaye Routledge)

Claudia Frowein, MA – Lead, Strategic Initiatives

Abigail Cameron – Project Lead

Claire Doherty – Project Lead

Chisato Ito, MPH – Project Lead

Jennifer Welch – Administrative Coordinator

Dewey Evans, PhD – Evaluation Support

Barbara Fiddler – Pathways Administrator

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The Divisions of Family Practice Initiative is sponsored by the General Practice Services Committee, a joint committee of the BC Ministry of Health and Doctors of BC.

www.divisionsbc.ca/northshore