

Colleagues in Care

Fraser Northwest Division of Family Practice

2025/2026 ANNUAL REPORT





Our Vision

Fraser Northwest Division of Family Practice strives to be a leader in supporting a healthy and sustainable community of:

- Doctors committed to continuity of care
- Patients participating in managing their health
- Primary care which is accessible and relationship based



Our Mission

Fraser Northwest Division of Family Practice is committed to building a positive primary care experience through:

- Being the nucleus for primary care improvement in our region
- Improving access to care through increasing the number of family physicians
- Supporting family physicians to improve their capacity to provide care.
- Establishing a network for collaboration between family physicians and other health care partners and community partners
- Providing a voice for our family physicians through grassroots engagement, dialogue, idea gathering, and participation
- Engagement with our patients to understand their expectations and needs



Board of Directors

Dr Gina Zheng (Co-Chair)

Dr Nahla Fahmy (Co-Chair)

Dr Ravi Parhar (Treasurer)

Karen Grommada (Secretary)

Dr Mannan Wang

Dr Kavisha Gunawardane

Dr William Mak

Dr Vincent Wong

Dr Amelia Nuhn

Dr Iman Baharmand (Resident Advisor)

Dr Nazila Soltani (Knowledge Keeper)

TERRITORIAL ACKNOWLEDGEMENT:

The Fraser Northwest Division of Family Practice serves the communities of New Westminster, Coquitlam, Port Coquitlam, Port Moody, Belcarra, and Anmore, which are located on the Kwikwetlem and Qayquat traditional and ancestral lands, including areas historically shared with the Katzie and other Coast Salish Peoples. The area is also home to the Chartered Community of the North Fraser Metis.



Dr Gina Zheng



Dr Nahla Fahmy

Welcome to the Fraser Northwest Division of Family Practice's 2025/26 Annual Report. At a time of continued change and growing complexity in primary care, collaboration has never been more essential. This year's theme, *Colleagues in Care*, reflects the relationships, shared commitment and collective effort that enable us to support both patients and physicians across our region.

Delivering high-quality primary care requires collaboration, collegiality and a shared dedication to continuous improvement. Family physicians consistently adapt, integrating new information, refining what works and learning together. This cycle of quality improvement is foundational to our work and the Division is here to support members at every stage.

Our Division is guided by two consistent goals: supporting family physicians and optimizing patient care in our region. While these goals remain constant, our priorities evolve as we build on past successes and respond to changing operational realities.

Last spring, the Board of Directors and Division leadership came together to identify strategic priorities for the year and establish clear pathways to advance them. We continue to listen to your concerns and your goals of reducing administrative burden, fostering connections between physicians and supporting work/life balance.

Collaboration has always been central to the Division's work. This year, we expanded that collaboration by engaging municipal and provincial governments in new ways. By hosting a meeting with government representatives, we highlighted the work of our members and demonstrated the value that family physicians and the Division bring to their communities.

On behalf of our members, we championed innovative approaches to care, including the RN in Practice program, the Primary Care Network and emerging Shared Care models. We also shared member stories and data with the Ministry of Health to illustrate the impact and importance of team-based care.

Our members are the voice of primary care in our region. Whether through committee participation, surveys or events, there are many opportunities to shape the Division's work and collaborate with your *Colleagues in Care*.

We are deeply grateful for the dedication of Division staff and the many ways they create space for connection, collaboration and shared purpose. Thank you for the care you provide and the commitment you bring to our collective work.

A Message from our Executive Director



Vera LeFranc, Executive Director

I always enjoy the opportunity our Annual Report provides to reflect on the past year. As our co-chairs, Drs Fahmy and Zheng, shared in their letter, our Division is continually exploring ways to enhance our support for the things that matter to you. Looking back, it has been a full and rewarding 12 months.

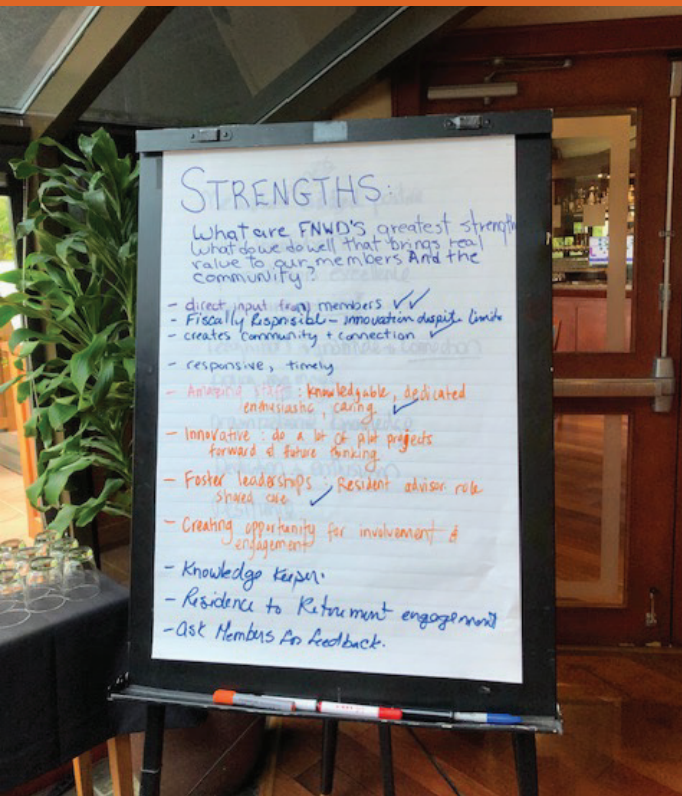
This year saw a significant increase in our membership. It is always gratifying to see more physicians and primary care professionals join our communities and our Division. What we also saw this year was that more members entering retirement chose to retain their license, so they could share their expertise in a new way, such as through mentoring, and also so they could continue to take part in Division activities and events.

To support members in preparing to retire, we introduced a retirement handbook to offer step by step guidance on options to consider, how to close a practice and ways to assist patients in finding alternative primary care.

The Division has worked collaboratively with both the Urgent Patient Care Clinic and the Foundry to ensure that the needs of our members were considered, and we're excited to see both facilities have opened as of March 31st. Because of member feedback, the Division shifted our attachment work to focus not just on patient numbers but also on patient need, introducing a new equity lens that sees vulnerable patients prioritized for longitudinal shared care.

When I think about this year's Annual Report theme, Colleagues in Care, it represents not only our members but all those in our community that play a role in supporting physician and patient health. There are many examples of this, but I would like to say a special thanks to the Kwikwetlam First Nation for sharing with us their insights into gaps in care through a collaborative mapping session. We will take those learnings into the year ahead as we continue to hold reconciliation close in pursuing Quality Improvement.

On behalf of all of us at the Division, thank you for allowing us to be your Colleagues in Care.



Board Retreat



Our Strategic Focus Areas

To remain responsive to member needs and changes in the healthcare system, the Division's Board of Directors and Executive Director reviewed and refined our strategic priorities and tactics this year.

These focus areas continue to guide and align all Division initiatives and work:

1. Cultivate physician self-efficacy and work-life balance.
2. Foster connections between physicians.
3. Foster connections between physicians and the healthcare systems.
4. Improve public awareness about appropriate use of physician and primary care resources.
5. Being responsive to member and community needs.
6. Support FPs understanding and adoption of a universal EMR vs. inter-connected EMR.

Thank You!

From all of us at the Division, we appreciate the opportunity to support you and be your Colleagues in Care for the Fraser Northwest.



Annual Award Winners



Family Doctor of the Year - Dr Ravi Parhar

Dr Parhar is celebrated for his proactive, deeply attentive care. He takes the time to truly listen, ensuring patients feel seen, heard, and supported. His thoughtful approach and dedication have made a lasting difference in the health and well-being of those he serves. He also gives back to his profession through his service as treasurer on the Division's board, a role he has held for four years.



Watch Award Video



Specialist Colleague of the Year - The ERH/RCH Emergency Physicians Group

The Eagle Ridge Hospital and Royal Columbian Hospital Emergency Department Physicians are recognized for their unwavering dedication and excellence in care. In the face of growing demands, they continue to deliver high-quality, compassionate service and remain an essential pillar of the community.



Watch Award Video



Hospitalist of the Year - Dr Manuela Pattison-Bacon

Dr Pattison-Bacon is celebrated for her outstanding clinical expertise, leadership and dedication. She navigates complex situations with skill and integrity, while strengthening her team through thoughtful, transparent and impactful contributions.



Watch Award Video

Annual Award Winners



**Patient Medical Home Team Member
of the Year - Ivy Pen**

Ivy Pen is the heart and energy of Bonne Vie Medical clinic. With warmth, dedication and remarkable organization, she brings people together, supports seamless operations, and fosters a positive, connected environment where both patients and staff thrive.



Watch Award Video



**Patient Care Team Member of the Year
- NP Maria Maglanque**

Maria Maglanque is recognized for her exceptional compassion, clinical excellence and collaborative spirit. She goes above and beyond for her patients and team, creating meaningful connections while ensuring timely, thoughtful and patient-centred care.



Watch Award Video



**Quality Improvement Champion of the Year
- Dr Amir Danishwar**

Dr Danishwar is a driving force for continuous improvement. His commitment to learning, thoughtful use of feedback, and contributions to provincial initiatives are advancing meaningful change and strengthening care for both patients and providers.



Watch Award Video

Welcoming New Members

This year, we experienced (one of) the most significant single-year increases in membership in the past decade, adding 88 new members. This 17% increase brings our Division's total membership to 556, including 348 family physicians and hospitalists.

Membership grew by a record 17% this year

Contracts for New Physicians and Nurse Practitioners

NTP and NP contracts continued to help strengthen team-based care and expand access to primary care services. This year saw 12 new providers (10FPs, 2NPs). Our Division now has 17.7 FTE NTP and 27.2 FTE NP roles active.

Adding Capacity Through Return of Service

The UBC Return of Service (ROS) program supported physician recruitment, with two physicians successfully matched to clinics in our region. Both placements are confirmed, with start dates in September 2026.

New Physician Orientation Handbook

This year, we introduced a *New Physician Orientation Handbook* to provide early-career physicians with clear guidance, key contacts and practical tools to navigate administrative requirements, clinical systems, payment models and local workflows.



Practice Ready Assessment Cycles

Two PRA recruitment cycles helped clinics address urgent physician shortages. Despite tight timelines and administrative demands, the Division facilitated clinic matching, resulting in two successful placements that are now progressing through immigration and onboarding. This facilitation helped stabilize clinic operations and prevent potential closures, ensuring continued access to care.

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"FNW responded very quickly and connected me with clinics, especially compared to other Divisions that were slower to get back to me. Because of this, I was able to accept a position at a clinic in Port Coquitlam."

- Dr Claire Smith, US physician

Connecting with Our Newest Physicians

This fall, the New Physician Exchange & Social welcomed 24 physicians who are new to practice or the Fraser Northwest community for an evening of connection, networking and resource sharing. The session created space to share experiences, identify challenges and learn about available supports. Participants reported high value, comfort in sharing and meaningful peer connection.

Retirement Toolkit Launched

To support members planning for retirement, we introduced a Retirement Toolkit to provide practical, supportive guidance on navigating the retirement process. Designed as a flexible, user-friendly resource, it provides tools, templates, and key information for a smoother transition.

Long-Standing Practicing Physician Social

The Long-Term Practicing Physicians' Social brought together 15 experienced physicians to connect, share insights and explore retirement and career transitions. The session fostered meaningful dialogue, peer connection and awareness of available supports. Participants shared that they enjoyed interacting with colleagues and having the opportunity to socialize in person over a shared meal.



Resident Vests, Scholars' Dinner, and Orientation Dinner

The Division actively engaged resident physicians to build connections and support future recruitment into the Fraser Northwest community. Highlights included the Scholars' Dinner, where residents showcased their projects and connected with local physicians, as well as sponsoring resident vests and hosting a welcoming dinner for R1 residents.

Retiring Members

To our retiring members, thank you for dedicating your careers to primary care in our communities. We wish you a wonderful retirement.

Dr Amin Hasham -March 2025

Dr Teresa Cordoni- April 2025

Dr Gordon Spooner - Dec 2025

Dr Grover Wong- Dec 2025

Dr Lydia Waterson- Oct 2025

Dr Rezwan Imtiaz-Dec 2025

Dr. Mary Hildebrand- March 2026

Annual General Meeting



Dr Sharhana Alibhai

75 people gathered together for the 2025-26 Annual General Meeting. Our keynote speaker was Dr Sharhana Alibhai, who brought a refreshing, real-world perspective on physician wellness and emotional resilience. She guided the group through powerful strategies to navigate stress, reclaim joy, and reconnect with purpose.

“Over time, I have practised and worked with many other physicians whom I saw here again tonight, and have such a sense of pride to be a part of an amazing group of doctors, on a journey together, given great responsibility and walking in fulfillment and joy, despite the difficulties we often face.”

Summer Fun Day

Our Summer Family Fun Day brought together **76** members and their families. Attendees enjoyed games with prizes, crafts, face painting, clowns and balloon art, a photobooth and a magic show. A highlight was the Orange Shirt Design contest. Members enjoyed the meaningful connections in a warm, family-friendly environment.

Community Lunch & Learn

In February, our Division welcomed community leaders, healthcare partners, faith leaders and elected officials to learn more about the Division’s role in supporting primary care. The gathering created space for thoughtful conversations about family physician shortages, patient attachment, and the challenges many community members face in accessing healthcare.



Brunch with Santa

Brunch with Santa brought together the members, their families, and clinic staff for a joyful seasonal celebration. 251 attendees enjoyed decorating cookies, playing games, using the photo booth, and, of course, visiting Santa.

“My kids, parents, husband and I, look forward to this event every year.”

Member Portal Refresh

The Division redesigned its Member Portal to be more modern and user-friendly. Since its launch, visits rose 108% to 618, with 428 unique users (70% of members) and 1,921 page views (+109%). Most visited pages included Home (590 views), Upcoming Events (133), and Division Benefits (114). These results show that members are more actively engaging with the portal and accessing key resources more easily.



“It’s much easier to find what I’m looking for, such as ATE recordings and practice tools.”

Ask the Experts

This year, we hosted:

11 events, nine virtual and two in-person.

653 participants in total

The Ask the Expert series remains a highly valued learning opportunity, engaging 653 attendees in 11 sessions (9 virtual and 2 in-person)). The sessions strengthened in-office patient care by improving assessment, testing, and medication management, and by enhancing collaboration and communication with specialists. Topics included MAiD, cervical cancer screening, opioid tapering, antimicrobial stewardship, and optimizing documentation. Participants reported an average 16% increase in confidence applying new knowledge. By supporting practice improvement, fostering specialist connections, and providing immediately applicable skills, the series remains a cornerstone of member engagement and clinical education.



Most popular topics:

New Cervical Cancer Screening Guidelines
Microbial
Optimizing Documentation
Motivational Interviewing



Meet the Experts

Meet the Experts, part of the Ask the Expert series, brought family physicians and local specialists together for an evening of connection, learning, and collaboration. Through a World Cafe format, 31 participants engaged directly with specialists in Geriatric Psychiatry, ENT, Hematology, Urology, Anaesthesiology, Urogynecology and Dermatology to learn about Shared Care initiatives and referral pathways.

Feedback was overwhelmingly positive, highlighting the opportunity for meaningful conversations and networking with specialists.



“This event increased my awareness of local specialists and their areas of focus.”

Truth & Reconciliation

FWN is committed to taking meaningful steps toward Truth & Reconciliation across healthcare. Our Indigenous cultural safety initiatives provide physicians and healthcare providers with opportunities to learn, reflect, and engage in practices that honour Indigenous ways of knowing, build trust, and improve care for Indigenous patients.

Walking Together Lunch & Learn

On February 21, 2026, eight healthcare providers joined Elder Stephen Armstrong (Kwikwetlem First Nation) to explore trauma-informed care and the ongoing impacts of historical trauma. The session offered a safe space for learning, reflection, and peer discussion.

Kwikwetlem First Nation Healthcare Mapping

Using a Medicine Wheel framework, participants identified gaps in care affecting community members and co-created culturally grounded actions. The process focused on physical, mental, emotional, and spiritual well-being, aiming to improve safety, trust, and access to services.

A Conversation That Matters (Dinners with Ernie)

Seven small-group dinners between May and November 2025 welcomed 42 healthcare providers to listen, reflect, and engage in dialogue. Storytelling, ceremony, and teachings such as the Medicine Wheel encouraged participants to consider holistic and relational approaches to healthcare.

Orange Shirt Design Contest

The contest engaged members in creativity and Truth & Reconciliation awareness. The winning design, was Henna Dave, Dr. Mala Dave's daughter, was printed on 72 shirts, which members wore on Orange Shirt Day (Sept 30, 2025), celebrating community participation and connection.

Winner of the Orange shirt design contest was Henna Dave, Dr. Mala Dave's daughter.



This year, our Division provided Patient Medical Homes across the region with support in optimizing their operation, pursuing Quality Improvement and preparing for the unexpected.

Disaster Kits & Emergency Plans

Building on last year's work to strengthen clinic emergency preparedness, The Division continued to enhance support for clinics through updated resources and targeted follow up. Clinics were provided with customized Emergency Management Workbooks and disaster kits. Kits included first aid supplies, water, blankets, and flashlights, while workbooks offered clinic-specific plans for evacuation, shelter-in-place, and recovery.

This year, 10 clinics expressed interest in having tailored Emergency Preparedness plans, 10 clinics received new disaster kits, and 27 clinics received review of stock and supply restock.

The Division's staff team visited 71% of regional clinics this year, with 88 total visits across 46 clinics.

Physician Business Owners Meetings

The Physician Business Owners Group, now comprising 22 members, met 10 times over the past year to support physicians in navigating the operational and business aspects of practice ownership. Sessions focused on peer-to-peer learning, practical clinic management, and shared solutions to challenges such as recruitment, staffing, and technology, including AI and cybersecurity. Two meetings were held in person at host clinics (NWFP and Bonne Vie), and one session was delivered in collaboration with the Vancouver Business Owners Group, strengthening cross-region learning and connection.

Members identified key value drivers as peer learning, practical operational insights, and real-world problem solving. The group also highlighted priorities for the coming year, including workforce stability, operational efficiency, cost reduction, and sustainable practice growth.

Evaluation results demonstrated strong engagement, with a 4.4/5 overall satisfaction rating, a +100 net promoter score, and 88% of respondents reporting they feel connected to the group.

“

“The business owners meeting is one of the best things the FNW Division has done to support me and my clinic in the 15 years I have worked here. The benefit to how my office runs, and my own mental health has been tremendous. Thank you FNW!”

Stabilizing Long Term Care Coverage

To help reduce the need for call-outs to fill long term care coverage, the Division analyzed call data and adjusted on-call schedules. As well, coverage was adjusted to one physician on weekdays and two on weekends. Since the change, no weekly call-outs have been needed, and participation in the call group has increased to 44 physicians (+4 this year), with some now requesting more shifts.



Celebrating MOA All-Stars

This year, we were pleased to introduce MOA All-Stars, a monthly showcase that highlights the excellent work of MOAs. Each month, winners are chosen randomly from a pool of nominations submitted by patients, physicians and other clinic staff. The winner is featured in the MOA newsletter and their clinic receives a celebratory lunch for everyone.



Join us in congratulating:

Samantha Anaya-Paiero @ Pinetree Medical Clinic
 Lisa Valladares @ Primary Care Obstetrical Clinic
 Martine Chabot @ Good Health Family Medicine
 Katherine Cheng @ Care4You Medical Clinic
 Banafsheh Elahi Panah @ Careview Medical Clinic
 Poojah Sharma @ Manhas Health Coquitlam

MOA Professional Development

The Fraser Northwest Division hosted five learning sessions for MOAs this year, supporting skill development, clinic efficiency and patient safety. Sessions covered privacy, violence prevention, medical device reprocessing, and EMR optimization, with strong participation and positive feedback demonstrating the value of ongoing professional development.

MOA Recruitment Support

The Division supported the recruitment of 18 MOAs for 11 clinics, posting job openings, pre-screening resumes and filtering candidates to save hiring members valuable time during staffing shortages. The Division also created an MOA toolkit, which includes a general onboarding section to support new hires.



MOA Virtual Service

The Virtual MOA Service was initially launched as a pilot to provide short-term administrative support to clinics experiencing urgent staffing gaps, beginning with four clinics. Following its early success, the program was expanded in fall 2024/25 in partnership with Sherritt and extended into a two-year project, offering streamlined access to MOA coverage across FNW physician-owned practices.

During this period, the service supported clinics with vacation coverage, sick leave, staffing disruptions, and urgent transition needs, including during the Royal Columbian Medical closure and patient record transfer. Clinics report improved continuity of operations during staffing challenges, and the model generated interest from other regional Divisions. The project has now concluded, providing valuable insights to inform future approaches to clinic staffing support.

MOA PD Round-up



5 sessions

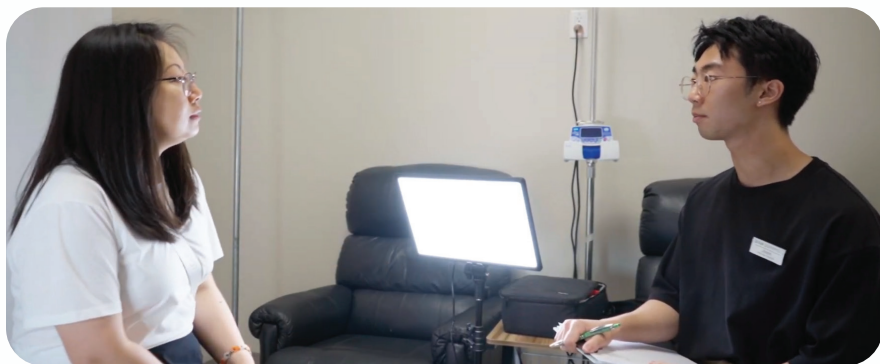
109 total participants

Best reviewed session: Privacy Training 100% Excellence

Most popular: Medical Device Reprocessing: 43 participants



Shared Care projects bring together physicians, specialists, Division staff and community partners to address complex, ongoing systemic challenges.



Completed Projects

Dermatology

The Dermatology initiative improved access to skin cancer assessment through a Skin Lesion Photography Clinic that reduced wait times from 12-18 months to 20 days. In a year, 855 lesions were assessed, with 27% diagnosed as malignant/pre-cancerous. The model also saved 107 hours of specialist time, expanding capacity and improving the timeliness of diagnosis and care. The clinic continues to operate in Port Moody, with sustainability funding being explored.

Ongoing Projects

ENT/Dizziness

The ENT/Dizziness initiative provides practical tools and resources to help family physicians support patients experiencing dizziness while they await specialist care. A hands-on workshop was highly rated (9.2/10) in strengthening clinical confidence. This project helps bridge the gap between referral and specialist consultation, ensuring patients receive timely, ongoing care.

Adult ADHD

The Adult ADHD project is strengthening primary care by equipping family physicians with the tools, resources and confidence to assess and manage adult ADHD within their own practices. Through small-group learning sessions, physicians have learned new skills, reducing reliance on specialist referrals, thereby improving timely access and supporting patients more effectively.

Geriatric Psychiatry

The Geriatric Psychiatry initiative is addressing referral and triage bottlenecks that led to unfilled appointments and duplicate referrals. Through collaboration with specialists, family physicians, and FHA partners, the project is streamlining workflows and improving communication, with the goal of expediting access and supporting the development of a centralized referral pathway.

Ongoing Projects

Urology Long Term Care

The Urology in Long Term Care initiative brings specialist care directly to residents' bedsides, improving timely access and reducing avoidable ER visits. Since May 2025, eight facilities have participated. Together, they managed 13 chronic cases in four weeks, 11 subacute issues in 24–48 hours, and prevented 15 ER transfers.

Upcoming Projects

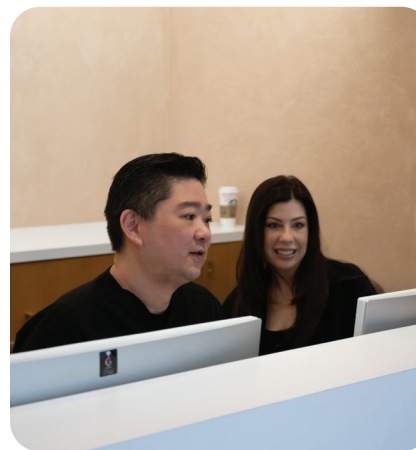
Urgent Attachment

The Urgent Attachment initiative is an early stage project that seeks to improve the timeliness of attachment for high-urgency patients. Recognizing complexity does not equal urgency, the project will create a streamlined pathway between acute and primary care to support faster, more appropriate patient attachment.

Maternity

With increased patient complexity requiring extended wait times, maternity referral wait times now average eight weeks. Currency in the expression of interest phase, the Maternity Port Coquitlam Obstetrics Clinic initiative aims to streamline care and increase capacity.

Allied Health Providers



Registered Nurse in Practice

Over the past year, 36 RNs (29 permanent and seven relief) supported 28 clinics across the PCN, providing patient care, education and care coordination. Their contributions, including maternity education and collaboration with physicians, have enhanced patient experience and continuity of care across the network.

Social Worker

The UPCC Social Worker offers on-site, integrated support for patients facing complex health and social challenges, including vulnerability, financial hardship, and unsafe living conditions. By collaborating with clinic teams, the role improves care integration, system navigation, and access to community resources, providing timely, holistic support that enhances patient safety, stability, and well-being.

Mental Health Clinicians

The Mental Health Clinician team has reached a steady, positive rhythm, building strong relationships across clinics. They see multiple patients daily, providing consistent, meaningful care. This year, the Division also supported recruitment for the newly opened Foundry, strengthening connections and access to mental health services in the community.

Attachment

This year, the Division developed strategies to support clinics and providers to use the new government-led Patient Attachment System effectively. By providing workflow guidance, troubleshooting, and outreach to 54 providers across 12 clinics, our team helped attach priority populations (maternity, palliative, refugee and high-risk patients) more efficiently. These efforts reduced the waitlist from 20,000 to 14,000 and cut long-pending cases from 2,400 to 400.

7,265 patients attached

“Thank you so much for supporting our clinic and helping connect these patients with primary care providers. I shared this update with our doctors, and they were truly thrilled to hear it. We really appreciate your collaboration and support.”

Primary Care Network (PCN)

This year, the PCN brought providers, patients, and community partners closer together through team-based care, shared learning, and strengthened connections. Improving access, clinic capacity, and patient outcomes.



Allied Health Providers

What is the PCN? Event

With 53 people in attendance, this World Café-style event, brought together physicians, clinic staff, and allied health providers to connect and learn about each other's roles. The event strengthened relationships, clarified referral pathways, and encouraged collaboration. Clinics reported increased coordination with PCCPs, PTs and UPCC physicians, improving patient matching and access to coordinated care across the community.



“As an RNiP, this event was very helpful in knowing the resources in the community we have that I can link my patients into!”

Primary Care Clinical Pharmacists

This year, Primary Care Clinical Pharmacists (PCCPs) expanded their role through regular co-location in five local clinics, while also supporting care from the UPCC. PCCPs provided comprehensive medication management, including detailed consultations, medication reviews, tapering plans, and patient and staff education.

Community Advisory Group

Meeting quarterly, the Community Advisory Group (CAG) brings together patients, local service providers, and city representatives to inform the PCN Steering Committee. Members share insights, discuss local needs, and highlight programs and services, fostering connections across the community. Their contributions ensure decisions reflect lived experience, strengthen collaboration, and support patient-centered, context-informed care.

Physiotherapist Collocation

The UPCC Physiotherapy Program provides short-term, consultative care at UPCC clinics, offering 1–6 tailored sessions focused on self-management, functional mobility, and pain education. Designed for patients with recent moderate-to-severe osteoarthritis without extended health coverage, the program supports exercise therapy and home-based strategies to improve mobility and quality of life.



Dr Ravi Parhar

From the Treasurer

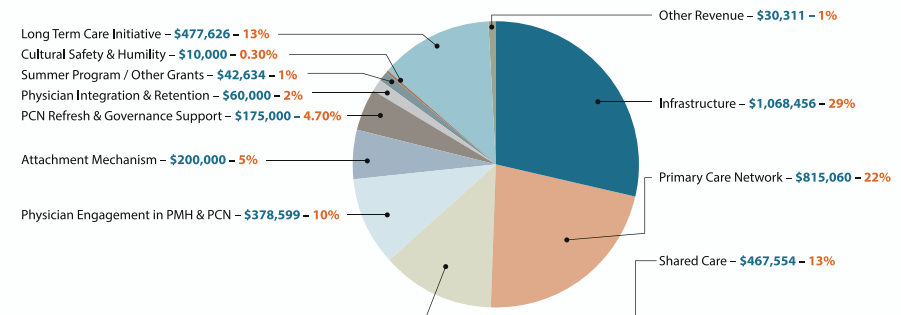
I have served on the Division's Board for the past five years, with the privilege of acting as Treasurer for the last four years. It remains deeply rewarding to contribute to both our profession and our community through this role. Over the past year, the role of financial stewardship has continued to evolve as the Division responds to a changing healthcare environment. The Finance and Governance Committee has remained focused not only on maintaining

responsible oversight of our resources, but also on ensuring that our financial decisions align with the Division's strategic priorities and the realities faced by our members. Working closely with our Executive Director and Controller, we have continued to strengthen our processes, support informed decision-making, and ensure the Division remains well-positioned to respond to emerging needs.

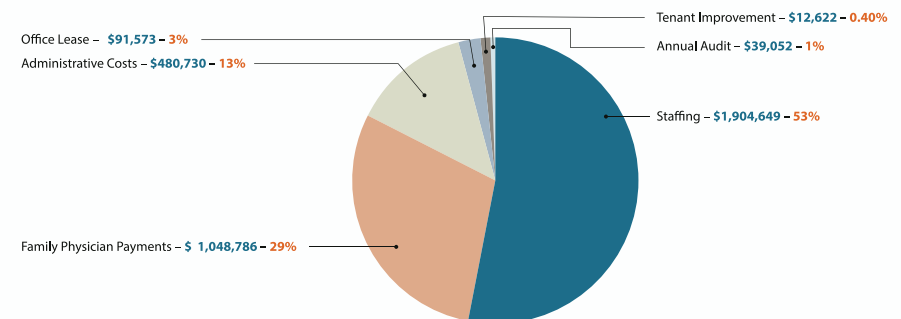
This past year has required continued adaptation and thoughtful decision-making as we navigate increasing fiscal constraints and a rapidly evolving primary care landscape. A significant area of focus has been working collaboratively with clinics to understand and respond to changes related to Primary Care Networks (PCNs), both at the broader system level and through the practical realities faced by individual practices. This has included supporting clinics through operational challenges, exploring sustainable approaches to strengthening team-based care, and assisting with processes aimed at attracting and integrating new physicians and nurse practitioners into our local healthcare system.

Through change, the Division has continued to demonstrate the value of strong governance, collaborative leadership, and a shared commitment to supporting family physicians and their teams. The coming year will require continued flexibility and partnership as we respond to evolving system needs, identify opportunities to strengthen primary care, and support sustainable models of care delivery. I remain grateful for the dedication of our members, staff, and partners who continue to advance the important work of our Division.

Total Revenue – 3,725,240



Expenses – 3,577,412



Here's to Another Year!



Fraser Northwest Division of Family Practice

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